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CORPORATION OF THE FINE ARTS MUSEUMS

BOARD OF TRUSTEES

AGENDAS AND MINUTES

2000

The Minutes of most of these meetings are not available.

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OFFICIAL MEETING NOTICE

Corporation of The Fine Arts Museums[1]
Board of Trustees

Thursday, January 13, 2000
3:30 p.m.[2]
Board Room
California Palace of the Legion of Honor
Lincoln Park
San Francisco, California

AGENDA

I. Calling of the Meeting to Order - Mrs. Alfred S. Wilsey, President

II. Calling of the Roll

Trustees:

Del M. Anderson
Mrs. David P. Bancroft
Alvin H. Baum, Jr.
Alix Phillips Becker
George McNear Bowles
Mrs. Philip E. Bowles III
T. Robert Burke
Mrs. Barbara B. Carleton
Charles Crocker
Belva Davis

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[1] The Corporation of The Fine Arts Museums (COFAM) is a private not-for-profit entity. However, notice of this COFAM meeting is being provided to the public because a majority of the City and County of San Francisco's Fine Arts Museums Board of Trustees (FAMSF) may be present at this meeting. If a quorum of the FAMSF Board attends this COFAM meeting, the meeting will be conducted in compliance with the Brown Act.
[2] Or such earlier time as the Fine Arts Museums of San Francisco Board of Trustees meeting ends, but in no event before 3:30 p.m.

II. Calling of the Roll (continued)

Mrs. Ray Dolby, Vice President/Annual Support
Morgan Flagg
Mrs. Lynn C. Fritz
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Richard N. Goldman
Mrs. Richard Goodyear
Richard W. Goss II
Mrs. Nancy Hamon
George Hecksher
Beverly James
J. Burgess Jamieson
Ann L. Johnson, M.D.
Stephen L. Johnson
Leonard E. Kingsley
Diane B. Lloyd-Butler, Vice President/Audience Development
Mrs. Peter McBean
Nion McEvoy
J. Alec Merriam, Vice President/Collections
Lorna F. Meyer
Michael W. Michelson
Robert A. Mills
Josie Mooney
Robert P. Morrow III
Walter S. Newman
Michael E. O'Neill
Steven MacGregor Read, Vice President/Facilities
George R. Roberts
Mrs. Thomas P. Rohlen
George B. Saxe
Gail P. Seneca
William A. Stimson
Dolores G. Terrazas
Burl A. Toler, Sr.
Vivian Fei Tsen
Sidney R. Unobskey
Carlos Pedro Villa
Marshall I. Wais, Sr.

4 49383 SFPL: ECONO JRS
75 SFPL 06/06/03 58

II. Calling of the Roll (continued)

Mrs. Harry H. Wetzel
Mrs. Charles F. Willis
Mrs. Alfred S. Wilsey, President
Alfred S. Wilsey

Absences to be Excused

Non-Voting Officers:

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Judy Gough, Executive Secretary

III. Report of the President - Mrs. Alfred S. Wilsey

A. Consideration and Possible Action to Approve the Minutes of the December 9, 1999 Meeting of the Executive Committee of the Board of Trustees (See Appendix A) (filed under minutes)

B. Report on the *My de Young* Campaign to Build a New de Young Museum in Golden Gate Park

C. Other Informational Items

IV. Report of the Chief Executive Officer - Harry S. Parker III

A. Report on COFAM Operating Budget as of November 30, 1999 (See Appendix B)

B. Consideration and Possible Action to Adopt a Resolution Authorizing the Transfer of Stock

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, an deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions

B. Consideration and Possible Action to Adopt a Resolution Authorizing the Transfer of Stock (continued)

necessary for our nominees, Wells Fargo Bank, Dresdner RCM Global Investors, and Merrill Lynch, to implement the transaction.

Authorized Individuals:
Harry S. Parker III
Stephen E. Dykes, Treasurer
Barbara Boucke, Deputy Director for Development
Robert M. Cullison, Controller

C. Consideration and Possible Action to Adopt a Resolution Authorizing the Opening of an Account at Fidelity Investments

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize the Treasurer and Controller of the Corporation to open an account in the name of the Corporation at the firm of Fidelity Investments, for the sole purpose of receiving and selling gifted shares of stocks to this Corporation; and be it

FURTHER RESOLVED, That this account remains in full force until rescinded or modified by this Board.

D. Consideration and Possible Action to Adopt a Resolution Covering the Transfer of Shares at Fidelity Investments

RESOLVED, That any one of the following officers and employees of the Corporation of The Fine Arts Museums, to wit:

Harry S. Parker III, Chief Executive Officer
Stephen E. Dykes, Treasurer
Barbara Boucke, Deputy Director for Development
Robert M. Cullison, Controller

is authorized to sell, assign, transfer or dispose of any stocks, bonds, or other securities now or hereafter owned or held by the Corporation at Fidelity Investments; and be it

D. Consideration and Possible Action to Adopt a Resolution Covering the Transfer of Shares at Fidelity Investments (continued)

FURTHER RESOLVED, That any Transfer Agent, Registrar or issuer of securities to whom a copy of this resolution shall be delivered may rely upon this resolution until such time as written notice of any change, amendment or cancellation thereof shall have been received by such Transfer Agent, Registrar or issuer of securities.

E. Other Informational Items

V. Report of the Audience Development Committee - Diane B. Lloyd-Butler, Chair and Vice President

VI. Report of the Budget Committee - Richard H. Finn, Chair and Vice President

A. Report on COFAM Operating Budget Long Range Financial Projections (See Appendix C)

VII. Report of the Annual Support Committee - Mrs. Ray Dolby, Chair and Vice President

VIII. Report of the Fine Arts Museums Foundation - Charles Crocker, President

IX. Adjournment - Mrs. Alfred S. Wilsey, President

Public Meeting Requirements Relating to Accessibility

The subsequent information is in compliance with the Americans with Disabilities Act (ADA); the following will be made available upon request:

1. American sign language interpreters
2. A sound enhancement system
3. An agenda of meeting available in alternative formats and
4. A reader during the meeting

To arrange for the above services, please contact Judy Gough at (415) 750-3669 at least two working days prior to a meeting. A late request will be honored if possible. Minutes of the meeting will be made in alternative formats upon request. Meeting agendas are available on the Fine Arts Museums of San Francisco website, *www.thinker.org.*

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that other may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

The MUNI's wheelchair-accessible No. 18 line stops in front of the Legion. For access to the Legion from downtown, take MUNI's wheelchair-accessible No. 38 Geary line to 33rd and Clement and connect with the No. 18 line. For more information about MUNI's accessible services, call (415) 923-6142.

There are accessible parking spaces (disabled-designated) available in front of the Legion. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. For Telecommunication Device for the Deaf (TDD), the Museums use the California Relay Service.

Know Your Rights Under the Sunshine Ordinance

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.

For more information on your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force:

Rachel Arnstine O'Hara, Clerk
Sunshine Ordinance Task Force
City Hall, Room 362
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4683
Office: (415) 554-6171
Fax: (415) 554-6177
E-mail: Rachel_ArnstineO'Hara@ci.sf.c.us

Copies of the Sunshine Ordinance can be obtained from the Clerk of the Sunshine Task Force, the San Francisco Public Library and on the City's website at www.ci.sf.ca.us.

If you are unable to attend the meeting, you may submit written comments to Judy Gough, Fine Arts Museums of San Francisco, 233 Post Street, 6th Floor, San Francisco, CA, 94108.

COFAM Budget Report For The Month Ended 30 November 1999

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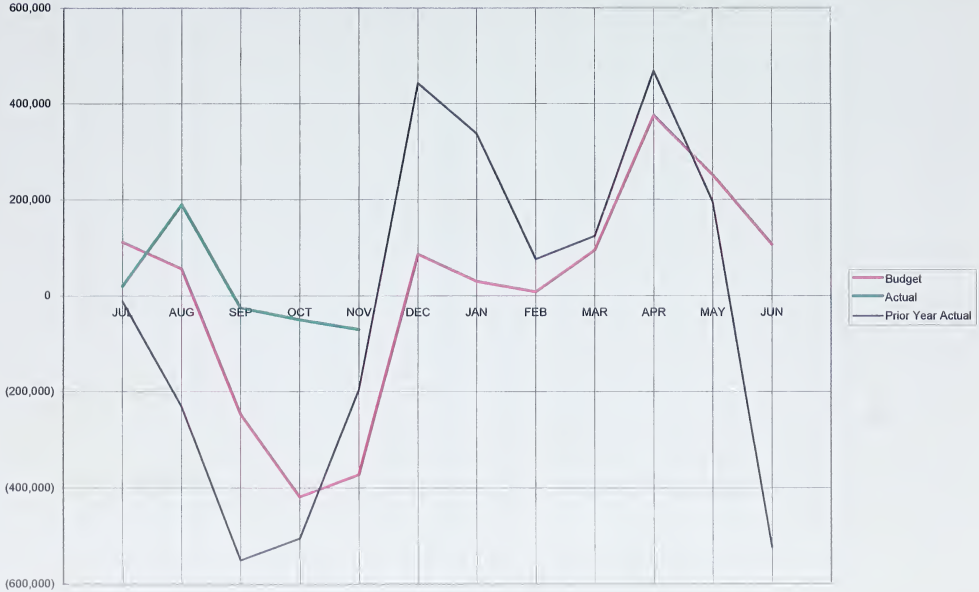
Cumulative Surplus (Loss) Chart	
Narrative	
Resources & Expenses	1
Annual Contributions	5
Stores	6
Exhibition Program	7
Balance Sheet	9

Appendix B

COFAM CUMULATIVE SURPLUS (LOSS) CHART
Fiscal Year Ending June 30, 2000



COFAM Operating Budget-In-Brief
Month Ended 30 November 1999

Overview

Cumulative five month results were minus $70k – better than the minus $372k projected, owing to satisfactory revenues and particularly low expenses, especially exhibit costs, which will catch up soon. If this sounds familiar, it's because the November budget report, in most respects, is a replay of October's.

The COFAM Reserve was $1,540k at 11/30/99, compared to $1,661k the month before. Board policy is to keep a $2 million reserve. However, this has not been possible since the end of major de Young exhibits, triggering the deterioration of the Museums' financial situation.

Support & Revenue

Annual Contributions were off $194k, with significant deficiencies in the Associates ($5k and higher gifts from individuals) and Business donor categories. Year end giving will hopefully put this effort back on track. (12/31/99 results will be reported at the Board Meeting).

While draws on specified funds were low, for the most part, restricted expenses were also down proportionately, so the bottom line was not affected.

Revenues were up $77k over budget. Admissions fee income was up $131k (19%) due to the popularity of the *Assisi* show, which closed 11/14/99. Store revenue was up $42k, with all merchandising areas doing better than budget plan. Member dues fell behind in November, running just below budget, which projects a membership drop from 50.1k at 6/30/99 to 45k by 6/30/00 due to only one major crowd-drawing exhibit (*O'Keefe*), compared to

three last year (*Picasso, Impressionists, Victoria & Albert*). Facility rent was off $81k, but stepped up selling should make up this setback in the second half. Benefits income appeared to be off $37k, but this shortfall was reversed in December, when late payment from a ticket agency was received for an ArtPoint party.

Expenses

Differences between budget expenditure projections and the actual timing of costs created substantial temporary underages, which made the bottom line look far better than was anticipated.

Cumulative personnel costs were $135k (5%) less than budget with underages across-the-board.

Other expenses were $351k (15%) less than budget. Nonetheless, exhibit, administrative and operations costs will occur later in the fiscal year than projected, bringing expenses closer to budget.

# # #

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COFAM FY 1999-00 Operating Budget At November 30, 1999 (5 Months -- 41.7% Of The Budget Year)

$ in thousands

	(1) November			(2) 5-Months			(3)		(4)	
	Original Budget	Actual	Variance to M-T-D Budget	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget	% Actual To Budget	Actual Prior Year At 5 Months	
SUPPORT & REVENUE										
Support										
1) Annual Contributions	217	74	(143)	675	481	(194)	2,665	18%	674	See page 5.
2) Bequests and Major Unrestricted Gifts	0	0	0	0	0	0	0	0%	0	
3) Foundation Endowment Support	137	137	0	683	683	0	1,638	42%	531	
4) Specified Funds										
--Curatorial/Conservation	28	18	(10)	152	134	(18)	341	39%	205	
--Publications	15	13	(2)	80	48	(32)	85	56%	20	
--Exhibitions	20	27	6	133	177	44	320	55%	218	
--Education Programs	20	16	(5)	121	78	(43)	372	21%	77	
--General	8	14	6	19	23	4	97	24%	19	
Subtotal Specified Funds	92	88	(4)	505	460	(45)	1,216	38%	539	
5) COFAM Investment Income	3	12	8	39	45	6	140	32%	40	
Subtotal Support	449	310	(139)	1,902	1,669	(233)	5,659	29%	1,785	

$ In thousands

	(1) November			(2) 5-Months			(3)		(4)	
	Original Budget	Actual	Variance to M-T-D Budget	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget	% Actual To Budget	Actual Prior Year At 5 Months	
Revenue										See page 6.
6) Museum Store Sales	89	158	69	756	908	152	2,203	41%	1,072	
Less Discounts	(4)	(8)	(3)	(38)	(38)	1	(110)	34%	(52)	
Less Cost of Goods	(45)	(85)	(40)	(385)	(498)	(114)	(1,113)	45%	(570)	
Less Commissions and Royalties	(1)	0	1	(3)	(0)	3	(9)	0%	(17)	
Gross Profit	38	65	27	330	372	42	970	38%	433	
7) Facilities Rental Gross	94	25	(69)	331	250	(81)	720	35%	285	
8) Benefits Gross Income / Art Point	97	60	(36)	112	75	(37)	199	38%	37	
9) General Admissions COFAM Net	82	160	78	674	806	131	1,722	47%	734	
10) Food & Beverage Concession Fees	10	10	(0)	63	74	11	157	47%	79	
11) Exhibition Program Earned Income	0	12	12	10	45	35	236	19%	358	See pages 7 and 8.
14)FAM Membership Dues	310	206	(105)	1,135	1,103	(31)	2,789	40%	1,146	
15) Conservation Services	12	47	35	111	149	38	400	37%	89	
16) Miscellaneous										
--Development Trip Fees	0	0	0	63	32	(30)	213	15%	7	
--Publication Sales Net	6	8	3	28	26	(1)	68	39%	68	
--Other Fees	22	21	(1)	98	98	1	260	38%	179	
Subtotal Revenue	671	613	(57)	2,954	3,030	77	7,734	39%	3,415	
Total Support & Revenue	1,119	923	(196)	4,856	4,699	(157)	13,393	35%	5,200	

Museum Attendance:

November 1999: 62,427 visitors, 42.0% paid, budgeted - 40,000 visitors, 42.1% paid.
Year to Date: 327,868 visitors, 44.3% paid, budgeted - 279,545, 42.1% paid.

Membership:

Year to date: 18,601 dues paid members averaging $59.31 per member
compared to budgeted goals of 18,305 dues paid members averaging $61.99 per member.
Current active paying members = 53,489

$ In thousands

	(1) November			(2) 5-Months			(3)		(4)
	Original Budget	Actual	Variance to M-T-D Budget	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget	% Actual To Budget	Actual Prior Year At 5 Months
EXPENSES									
Personnel Expenses									
17) Curatorial									
Curatorial/Conservation/Education	183	180	(3)	959	950	(8)	2,378	40%	918
Project Funded Employees	48	39	(9)	238	212	(27)	595	36%	224
Exhibit Group	65	56	(9)	327	299	(27)	840	36%	324
Exhibit Program Temporary Labor	36	32	(4)	136	99	(37)	297	33%	102
18) Development									
Development - General	43	45	2	218	210	(8)	545	38%	217
Membership	29	28	(1)	149	136	(13)	376	36%	191
19) Administration									
Administration General	95	92	(3)	477	467	(10)	1,232	38%	509
Media Relations & Advertising	16	17	1	81	80	(1)	204	39%	111
Operations Group	24	22	(1)	121	116	(5)	305	38%	130
Stores	27	31	4	165	161	(4)	411	39%	204
Facilities Rental	6	8	2	29	35	5	73	47%	116
Subtotal Personnel	570	547	(23)	2,900	2,765	(135)	7,257	38%	3,047

$ in thousands

	(1) November			(2) 5-Months			(3)		(4)
	Original Budget	Actual	Variance to M-T-D Budget	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget	% Actual To Budget	Actual Prior Year At 5 Months
Other Expenses									
20) Curatorial									
Curatorial/Conservation/Education	59	36	(23)	262	184	(78)	709	26%	193
Publications	15	13	(2)	80	48	(32)	85	56%	21
Exhibit Group	11	12	1	47	33	(14)	132	25%	45
Exhibit Program	111	79	(32)	505	356	(149)	1,224	29%	635
21) Development									
Development - General	34	19	(15)	136	127	(9)	584	22%	121
Art Point	45	8	(37)	65	24	(41)	111	22%	70
Benefits	5	12	7	5	15	10	99	15%	8
Membership	21	55	34	173	218	45	462	47%	307
Magazine / Guide	34	(26)	(60)	107	114	7	337	34%	44
22) Administration									
Administration General	89	99	11	446	413	(33)	1,114	37%	378
Media Relations & Advertising	28	37	8	173	161	(12)	472	34%	110
Operations Group	52	51	(0)	250	234	(16)	620	38%	227
Stores	5	5	0	33	27	(7)	94	28%	55
Facilities Rental	18	11	(7)	71	50	(21)	199	25%	10
Subtotal Other Expenses	526	413	(113)	2,354	2,003	(351)	6,240	32%	2,224
City Partial Reimbursement for Education Program / Administration and Building Operation Expenses	(49)	(43)	6	(222)	(195)	28	(596)	33%	0
Total Expenses	1,047	917	(130)	5,032	4,573	(458)	12,901	35%	5,271
SUPPORT & REVENUE OVER EXPENSES	73	6	(66)	(176)	126	302	491	26%	(71)
EARLY RETIREMENT CHARGES	0	0	0	(61)	(61)	0	(61)	100%	0
LESS PLANT FUND DEPRECIATION	(27)	(25)	2	(135)	(135)	0	(325)	42%	(125)
THE BOTTOM LINE	46	(19)	(64)	(372)	(70)	302	105	-67%	(125)

Appendix A - Annual Contributions Report -- Month Ending November 30, 1999 (41.7% Of The Budget Year)
$ in thousands

(1)	(2)			(3)				(4)	
Contribution Categories	November 1999 Actuals	November 1999 Budget	November 1998 Actuals	Year To Date Budget	Year To Date Actuals	Variance to Y-T-D Budget	Prior Year Actuals	Current Year Annual Goals	Current Year % of Annual Goals Achieved
1) Associates ($5,000 and up)	35	100	72	345	227	(118)	305	1,550	14.7%
2) Patrons ($2,500 - $5,000)	3	10	5	45	38	(8)	33	130	28.8%
3) Friends ($1,000 - $2,500)	27	40	23	125	113	(12)	138	475	23.7%
4) National Council/Other	4	2	5	20	12	(8)	28	60	20.0%
5) Mail Drive	0	0	48	2	3	1	79	105	2.6%
6) Phone Campaign	0	0	0	0	7	7	0	95	6.9%
7) Business	5	40	7	83	32	(51)	38	150	21.6%
8) Foundations	1	25	28	55	51	(4)	53	100	50.6%
	74	217	187	675	481	(194)	674	2,665	18.1%

Appendix "B" -- Stores Report: 5 Months Ended November 30,1999
$ in thousands

In House Merchandising..... Outside Merchandising.....

	(1) deYoung Store		(2) Legion Store		(3) Wholesale & Royalties	
	Budget	Actual	Budget	Actual	Budget	Actual
Sales	222	255	349	397	37	55
Discounts	(13)	(12)	(17)	(18)		
Cost of Goods	(113)	(151)	(171)	(204)	(24)	(29)
Commissions & Royalties	0	0	0	0	(3)	(0)
Gross Profit	95	92	161	175	11	26
Personnel Expenses	98	69	57	60	0	5
Other Expenses	14	16	6	6	2	0
Total Expenses	112	85	63	66	2	5
Gross Profit Over Expenses	(17)	7	98	109	9	21
Variance to Year To Date		24		11		12

Exhibition Merchandising.....

	(4) St Francis of Assisi Store		(5) O'Keeffe Store		(6) Grand Totals	
	Budget	Actual	Budget	Actual	Budget	Actual
Sales	148	202	0	0	756	908
Discounts	(7)	(8)	0	0	(38)	(38)
Cost of Goods	(77)	(115)	0	0	(385)	(498)
Commissions	0	0	0	0	(3)	(0)
Gross Profit	63	79	0	0	330	372
Personnel Expenses	10	27	0	0	166	161
Other Expenses	12	5	0	0	33	27
Total Expenses	22	32	0	0	199	188
Gross Profit Over Expenses	41	47	0	0	131	184
Variance to Year To Date		5		0		53

Schedule "F" -- Exhibition Program - Year 1 - FY 1999-2000

		Venue	(1) Runs		(2) Cost		(3) Gifts and Grants		(4) Income		(5) Nets	
					Original	Revised	Original	Revised	Original	Revised	Original	Revised
	In-House Exhibitions											
	de Young											
1	Theater and Dance Collection (for Nancy Baer) (118)	D	01-May-99	05-Sep-99	1,901						(1,901)	
2	Saxe Collection (183)	D	26-Jun-99	17-Oct-99	22,713						(22,713)	
3	Wedding Dresses from Permanent Collection (136)	D	01-Dec-99	01-Jun-00	6,181						(6,181)	
4	Art for Elders	D	26-Sep-99	03-Oct-99	-						0	
5	Herzog and de Meuron Model (128)	D	14-Oct-99	02-Jan-00	25,560		25,000	New de Young			(560)	
6	The Wiedersperg Collection (189)	D	16-Dec-99	30-Jun-00	68,782						(68,782)	
7	Artists Investigate the de Young (Helfand) (187)	D	20-Nov-99	12-Mar-00	100,503		1,000	Frankel Gallery			(99,503)	
8	Narratives of African Am. Art: David Driskell (113)	D	20-Nov-99	13-Feb-00	49,464						(49,464)	
9	Achenbach TBA (137)	D	Jan 22-00	15-Apr-00	9,472						(9,472)	
10	Costumes (TBA) changed	D	01-Feb-00	01-Aug-00	-						0	
11	Hands and Minds (cancelled)	D	11-Mar-00	15-Apr-00	-						0	
12	Leonard Baskin (131)	D	29-Apr-00	06-Aug-00	10,182						(10,182)	
13	Textiles: Recent Acquisitions (138)	D	05-May-00	01-Nov-00	5,888						(5,888)	
14	Youth Arts Festival	D	02-May-00	14-May-00	-						0	
15	Bruce Conner (178)	D	21-May-00	30-Jul-00	187,987		110,000	Root			(77,987)	
			Subtotal de Young		488,613	-	136,000	-	-	-	(352,613)	

Continued..

Schedule "F" -- Exhibition Program - Year 1 - FY 1999-2000

		venue	(1) Runs		(2) Cost		(3) Gifts and Grants		(4) Income		(5) Nets	
					Original	Revised	Original	Revised	Original	Revised	Original	Revised
	Legion											
17	Claes Oldenberg (162)	L	05-Jun-99	19-Sep-99	-						0	
18	Francis Bacon (108)	L	12-Jun-99	02-Aug-99	8,721						(8,721)	
19	The Treasury of St. Francis of Assisi (172)	L	24-Jul-99	14-Nov-99	243,749		96,000	Burke, A. Wilsey, Oshar, M. Wilsey, McWilliams, Doll, Lippl			(147,749)	
20	Logan Book Gallery (3 rotations) (165)	L	ongoing		9,360						(9,360)	
21	Rainstall Legion Gallary 1 (166)	L	26-Aug-99	ongoing	5,804						(5,804)	
22	Anderson: Richard Diebenkorn's 41 Etchings (120)	L	25-Sep-99	30-Jan-00	14,046						(14,046)	
23	Alain Kirili:Dialogue with Rodin (126)	L	09-Oct-99	02-Jan-00	31,063		13,300	Fr. Cult. Grant, Association Francais			(17,763)	
24	Gantner-Myer Collection of Aboriginal Art (160)	L	18-Sep-99	09-Jan-00	125,767		0	Net.com			(125,767)	
25	Anderson: Legendary Lithography:Prints from ULAE(117	L	06-Feb-00	14-May-00	12,506						(12,506)	
26	Georgia O'Keeffe: Poetry of Things (103)	L	19-Feb-00	14-May-00	319,155			Clarilin reimb.	193,160		(125,995)	
									300/hour adm., 60% paid @ $2, $20k audio			
27	Bouquets to Art	L	14-Mar-00	18-Mar-00	-						0	
28	Wayne Thiebaud (144)	L	10-Jun-00	03-Sep-00	252,531		75,000	Roof	32,570		(144,961)	
									175/hr adm., 60% paid @ $2, $8k audio			
			Subtotal Legion		1,022,702	-	184,300	-	225,730	-	(612,672)	
			Subtotal In House		1,511,315	-	320,300	-	225,730	-	(965,285)	
	FAM Travelling Exhibitions											
29	City Hall (153)		01-Oct-99	30-Jun-00	10,000						(10,000)	
30	Ancient Glass from the Holy Land (may travel to DC)								10,000		10,000	
31	Thiebaud (travels in 00/01)										0	
32	Charles Jones (hope to travel)										0	
33	Gantner Myer (hope to travel)										0	
	Subtotal Traveling Tours				10,000	0	0	0	10,000	0	0	
	Total In House and Traveling Exhibitions				1,521,315	-	320,300	-	235,730	-	(965,285)	

ASSETS	
Cash	588
Cash Equivalents	7,538
Accounts Receivable	4,345
Prepaid Expenses	146
Note Receivable	250
Inventory - Store	964
Inventory - Publications	414
Investment in Bonds	700
Furniture & Equipment (Net)	255
	15,200

LIABILITIES & FUND BALANCES	
Accounts Payable	361
Other Accrued Liabilities	4,059
Deferred Income - Restricted	7,211
Deferred Income - Unrestricted	3,560
Fund Balances	
Unrestricted Fund	2,191
Plant Fund	(2,174)
Revenues over Expenses (Note 2)	(8)
	15,200

COFAM Reserve At 11/30/99	1,540

Note 1 -- Reserve Formula

Cash & Cash Equivalents	8,126
Bonds	700
Accounts Receivable	4,345
Less Accounts Payable	(361)
Less Other Accrued Liabilities	(4,059)
Less Deferred Income - Restricted	(7,211)
	1,540

Note 2 -- Revenues over Expenses

Operating Revenue over Expenses	126
Less Plant Fund	(188)
Plus Restricted Funds	54
Less Airport Fund	0
Surplus / (Deficit)	(8)

ASSETS		LIABILITIES & FUND BALANCES	
Cash	526	Accounts Payable	401
Cash Equivalents	7,231	Other Accrued Liabilities	4,028
Accounts Receivable	6,301	Deferred Income - Restricted	8,668
Prepaid Expenses	174	Deferred Income - Unrestricted	3,709
Note Receivable	250	Fund Balances	
Inventory - Store	1,003	Unrestricted Fund	2,191
Inventory - Publications	404	Plant Fund	(2,174)
Investment in Bonds	700	Revenues over Expenses	51
Furniture & Equipment (Net)	285	(Note 2)	
	16,874		16,874

COFAM Reserve At 10/31/99	1,661

Note 1 -- Reserve Formula

Cash & Cash Equivalents	7,757
Bonds	700
Accounts Receivable	6,301
Less Accounts Payable	(401)
Less Other Accrued Liabilities	(4,028)
Less Deferred Income - Restricted	(8,668)
	1,661

Note 2 -- Revenues over Expenses

Operating Revenue over Expenses	121
Less Plant Fund	(143)
Plus Restricted Funds	73
Less Airport Fund	0
Surplus / (Deficit)	51

Draft COFAM Budget Projections FY 99-00 Through FY 04-05

1 December 1999

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Appendix C

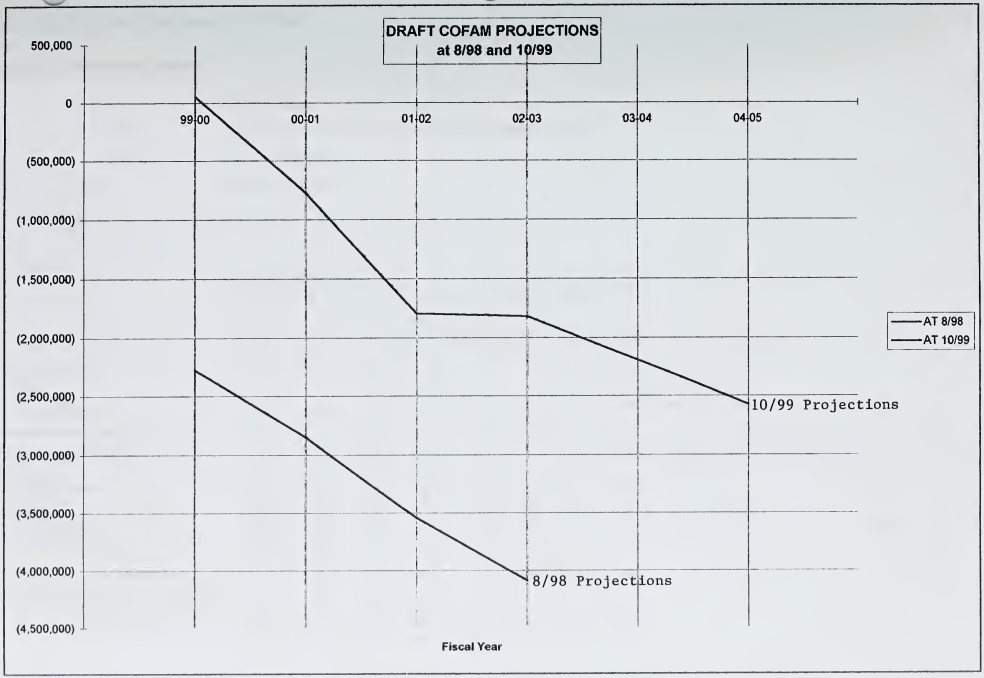

chart Chart 3 11/30/99

DRAFT COFAM BUDGET LONG RANGE PROJECTIONS

New deYoung Museum Project Milestones

12/31/00	**Close de Young.**
1/1 - 7/31/01	**Pack up; relocate to offsite without public galleries and temporary exhibits.**
1/1 - 6/30/05	**Install new de Young.**
7/1/05	**Open new de Young.**

$ in thousands	FY 97-98 Actual	FY 98-99 Pre-Audit Results	Year 1 FY 99-00 Budget	Year 2 FY 00-01 Projected 12/31/00 Close deY Pack	Year 3 FY 01-02 Projected HazMat Demo	Year 4 FY 02-03 Projected Build	Year 5 FY 03-04 Projected Build	Year 6 FY 04-05 Projected Finish Load-In	Notes
SUPPORT & REVENUE									
Support									
1) Annual Contributions	3,041	2,695	2,665	2,665	2,665	2,665	2,665	2,665	See Schedule A page 5.
2) Bequests and Major Unrestricted Gifts	638	2							
3) Foundation Endowment Support	1,109	1,276	1,638	1,658	1,656	1,658	1,658	1,656	To 4.5% on two year current average market value.
4) Specified Funds									See Schedule B page 6.
--Curatorial/Conservation	452	545	341	300	300	300	300	300	
--Publications	-	-	85	50	50	50	50	50	
--Exhibitions	298	524	320	500	300	300	300	300	See Schedule F page 20.
--Education Programs	354	370	372	300	300	300	300	300	
--New deYoung Planning	602	737	-						New deYoung to Plant fund.
--General	103	66	97	25	25	25	25	25	
Subtotal Specified Funds	1,809	2,264	1,215	1,175	975	975	975	975	
5) COFAM Investment Income	152	144	140	-	-	-	-	-	
Subtotal Support	6,749	6,381	5,658	5,498	5,296	5,296	5,296	5,296	

DRAFT COFAM BUDGET LONG RANGE PROJECTIONS

$ In thousands	FY 97-98 Actual	FY 98-99 Pre-Audit Results	Year 1 FY 99-00 Budget	Year 2 FY 00-01 Projected 12/31/00 Close deY Pack	Year 3 FY 01-02 Projected HazMat Demo	Year 4 FY 02-03 Projected Build	Year 5 FY 03-04 Projected Build	Year 6 FY 04-05 Projected Finish Load-in	Notes
Revenue									
6) Museum Store Sales	2,051	3,017	2,203	1,338	1,316	1,559	1,660	1,660	See Schedule C page 8.
Less Discounts	(102)	(152)	(110)	(65)	(61)	(69)	(73)	(73)	
Less Cost of Goods	(1,076)	(1,391)	(1,113)	(674)	(656)	(770)	(818)	(818)	
Less Commissions and Royalties	(2)	(57)	(9)	(9)	(9)	(9)	(9)	(9)	
Less Exhibition Catalogs Write Offs	-	(113)	-						
Gross Profit	871	1,305	971	590	587	711	760	760	
7) Facilities Rental Gross	594	672	720	645	645	645	645	645	
8) Benefits Gross Income / ArtPoint	244	168	199	200	200	200	200	200	
9) General Admissions COFAM Net	1,472	1,591	1,722	1,478	1,279	1,279	1,279	1,279	See Schedule D page 13.
10) Food & Beverage Concession Fees	156	163	157	133	111	111	111	111	See Schedule page 17.
11) Exhibition Program Earned Income	425	1,881	238	150	300	850	850	300	See Schedule F page 20.
12) Membership Dues	2,341	2,805	2,739	2,434	2,130	2,130	2,130	2,434	See Schedule G page 24.
13) Conservation Services	321	322	400	200	350	350	350	350	
14) Miscellaneous									
--Development Trip Fees	216	236	213	213	213	213	213	213	
--Publication Sales Net	162	222	68	70	70	70	70	70	
--Other Fees	375	309	260	250	250	250	250	250	
Subtotal Revenue	7,178	9,874	7,685	6,363	6,135	6,809	6,858	6,812	
Total Support & Revenue	13,926	16,055	13,343	11,859	11,431	12,105	12,154	11,908	

DRAFT COFAM BUDGET LONG RANGE PROJECTIONS

$ in thousands	FY 97-98 Actual	FY 98-99 Pre-Audit Results	Year 1 FY 99-00 Budget	Year 2 FY 00-01 Projected 12/31/00 Close deY Pack	Year 3 FY 01-02 Projected HazMat Demo	Year 4 FY 02-03 Projected Build	Year 5 FY 03-04 Projected Build	Year 6 FY 04-05 Projected Finish Load-In	Notes
EXPENSES									
Personnel Expenses									85.5 COFAM operating positions.
15) Curatorial									85.5 City positions.
Curatorial/Conservation/Education	2,272	2,356	2,378	2,506	2,608	2,712	2,820	2,933	171 total positions.
Project Funded/Term Employees	451	548	595	619	644	669	696	724	
Exhibit Group	777	835	840	874	909	945	983	1,022	Projections = +4% annually and current 86.5 COFAM positions.
Exhibit Program Temporary Labor	152	313	297	309	321	334	347	361	
16) Development									
Development - General	486	527	545	567	589	613	638	663	
Membership	436	486	376	391	407	423	440	457	
17) Administration									
Administration General	1,153	1,232	1,232	1,281	1,333	1,386	1,441	1,499	
Media Relations & Advertising	257	295	204	212	221	229	239	248	
New deYoung Planning	169	177	-						
Operations Group	309	337	305	317	330	343	357	371	
Stores	461	556	411	427	445	462	481	500	
Facilities Rental	190	203	73	76	79	82	85	89	
Subtotal Personnel	7,133	7,869	7,256	7,581	7,664	8,199	8,527	8,866	

DRAFT COFAM BUDGET LONG RANGE PROJECTIONS

$ in thousands	FY 97 98 Adopt	FY 98 99 Pre Audit Results	Year 1 FY 99 00 Budget	Year 2 FY 00 01 Projected 12/31/00 Close day Pack	Year 3 FY 01 02 Projected Last Mod Dwnd	Year 4 FY 02 03 Projected Build	Year 5 FY 03 04 Projected Build	Year 6 FY 04 05 Projected Finish Load In	Notes
Other Expenses									
18) Curatorial									See Schedule H page 38
Curatorial/ Conservation/Education	673	578	708	555	558	552	567	585	Projections = +3% annually for ongoing expenses
Publications	(3)	(8)	65	50	50	50	50	50	
Exhibit Group	107	98	132	103	108	109	112	116	
Exhibit Programs	1,277	2,611	1,324	807	1,170	1,710	1,453	1,139	
19) Development									
Development - General	606	747	564	585	607	618	631	643	
Art Fêtes	82	118	111	114	117	121	124	128	
Benefits	115	8	99	100	100	100	100	100	
Membership	403	536	462	452	450	452	460	460	
Magazine / Guide	249	251	337	300	277	285	294	303	
20) Administration									
Administration General	1,472	1,189	1,114	1,015	1,034	1,050	1,080	1,133	FY 97 98 Administration Other Expenses include $500k for bond campaign
Media Relations & Advertising	398	434	471	466	480	494	509	524	
New deYoung Planning	432	550	-	-	-	-	-	-	New deYoung to Plant fund
Operations Group	604	563	630	589	598	581	600	620	
Stores	65	152	94	52	40	41	42	42	
Facilities Rental	30	110	100	175	145	149	154	158	
Subtotal Other Expenses	6,345	7,848	6,241	5,370	5,680	6,335	6,202	6,010	
City Partial Reimbursement for Education Program / Administration and Building Operation Expenses		-	(500)	(614)	(632)	(651)	(671)	(691)	
Total Expenses	13,478	15,815	12,901	12,338	12,932	13,803	14,058	14,198	
SUPPORT & REVENUE OVER EXPENSES	**448**	**241**	**442**	**(478)**	**(1,001)**	**(1,778)**	**(1,904)**	**(2,388)**	
EARLY RETIREMENT CHARGES	-	(344)	(61)	-	-	-	-	-	
EARLY RETIREMENT HEALTH COVERAGE	-	(103)							
OPERATING RESULTS BEFORE DEPRECIATION	**448**	**(206)**	**381**	**(478)**	**(1,001)**	**(1,778)**	**(1,904)**	**(2,388)**	
CUMULATIVE OPERATING DEFICIT					**(1,900)**	**(3,708)**	**(5,682)**	**(7,940)**	
LESS PLANT FUND DEPRECIATION	(367)	(310)	(325)	(326)	(325)	(326)	(326)	(326)	
OPERATING RESULTS AFTER DEPRECIATION	**82**	**(516)**	**56**	**(804)**	**(1,026)**	**(2,103)**	**(2,229)**	**(2,613)**	
CUMULATIVE DEFICIT					**(2,930)**	**(4,733)**	**(6,962)**	**(8,974)**	
THE BOTTOM LINE PROJECTION 6/98			**(2,373)**	**(3,044)**	**(3,940)**	**(4,004)**			
VARIANCE CURRENT TO 6/98			**2,378**	**2,013**	**1,737**	**2,160**			

Annual Contributions

$ in thousands

Contribution Categories	FY 91-92 Actuals	FY 92-93 Actuals	FY 93-94 Actuals	FY 94-95 Actuals	FY 95-96 Actuals	FY 96-97 Actuals	FY 97-98 Actuals	FY 98-99 Actuals	Year 1 FY 99-00 Budget	Year 2 FY 00-01 Projection	Year 3 FY 01-02 Projection	Year 4 FY 02-03 Projection	Year 5 FY 03-04 Projection	Year 6 FY 04-05 Projection
1) Associates ($5,000 end up)	888	968	928	1,003	1,066	1,416	2,059	1,599	1,550	1,550	1,550	1,550	1,550	1,550
2) Patrons ($2,500 - $4,999)	-	-	-	-	25	68	100	129	130	130	130	130	130	130
3) Friends ($1,000 - $2,499)	165	162	186	212	360	394	399	456	475	475	475	475	475	475
4) National Council/Other	65	7	10	16	49	61	62	61	60	60	60	60	60	60
5) Mail Drive	161	163	170	109	162	114	146	143	105	105	105	105	105	105
6) Phone Campaign	190	140	92	120	11	77	10	96	95	95	95	95	95	95
7) Business	108	127	64	71	98	117	131	122	150	150	150	150	150	150
8) Foundations	64	54	59	91	88	79	134	88	100	100	100	100	100	100
Totals	1,681	1,621	1,489	1,624	1,679	2,326	3,041 *	2,694	2,665	2,665	2,665	2,665	2,665	2,665

* Includes support for Proposition "A" bond campaign.

SPECIFIED FUND REVENUE : YEAR 1 - FY 1999-00

$ IN THOUSANDS

DESCRIPTION	BUDGET	SOURCE
CURATORIAL		
AMERICAN ART PERSONNEL COSTS	195,319	ROOT
CONSERVATION PERSONNEL (25% PTG/BOJECTS)	64,372	ROOT
AMERICAN ART NON-AAA MICROFILM AND BOOKS	12,321	PERRY/BARCLEY
EUROPEAN FURNITURE CONSERVATION	6,000	VIELLES MAISON $2K, SCHUMACHER - $3K, TISURON - $1K
AMERICAN COLLECTION IMAGING	8,979	CAC
CONSERVATION SUPPORT	26,900	CDOIK - (FAMF)
RARE BOOK AND PORTFOLIO STORAGE	26,000	McNEIL
TAC CONSERVATION INTERN	3,000	TAC
TOTAL CURATORIAL	340,891	
PUBLICATIONS		
GUIDE TO THE EUROPEAN GALLERIES	40,000	MELLON ENDOWMENT INCOME
ANDERSON COLLECTION	5,000	MELLON ENDOWMENT INCOME
KIRILI CATALOG	10,000	KIRILI
WIEDERSPERG COLLECTION	30,000	MELLON ENDOWMENT INCOME
	85,000	
EXHIBITIONS		
BRUCE CONNER	110,000	ROOT
WAYNE THIEBAUD	75,000	ROOT
6T FRANCIS OF ASSISI	98,000	BURKE - $25K, A WILSEY - $26K, OSHER - $25K, M WILSEY - $10K, McWILLIAMS - $5K, DOLL - $5K, LIPPI - $1K
KIRILI	13,300	FRENCH CULTURAL GRANT - $3K, ASSOCIATION FRANCAIS - $10K
MUSEUM PIECES: ARTISTS INVESTIGATE	1,000	FRASNKEL GALLERY
HERZOG AND de MEURON MODEL	25,000	NEW deYOUNG FUND
TOTAL EXHIBITIONS	320,300	
EDUCATION PROGRAMS		
EDUCATION PROGRAM - GENERAL	114,080	CALIFORNIA ARTS COUNCIL (CAC)
SCHOOL PROGRAM - GENERAL	28,900	HEARST - $18.8K, HARRISON - $7.4K, CAC - $700
POET IN THE GALLERIES	13,000	CAC - $5K, HARRISON - $5K, HEARST $3K
MUSEUM AMBASSADORS	92,700	ADAMS - $42.7, HEARST - $3K, LURIE - $2.5K, CAC - $19K, GAP - $10K, PUFFIN - $10K, GELLERT - $4K
GOING AND VIEWING	1,500	CAC - $1,500
GALLERY 1	11,000	CAC(SL)
RESOURCE CENTER FOR EDUCATORS	32,750	CAC(SL)
ARTIST' STUDIO	46,750	CAC(SL) - $35K, MCNEIL - $11.8K
COLLEGE STUDIES SLIDES	12,500	McNEIL - $12.5K
BRADLEY ORGAN CONCERTS AND LECTURES	20,000	BRADLEY
TOTAL EDUCATION	372,080	
GENERAL		
de YOUNG TUESDAYS	12,000	ESSEY
FIRST WEDNESDAY EVENINGS	25,348	ESSEY
de YOUNG ADVERTISING AND PROMOTION	50,000	BF FOUNDATION
LEGION NIGHTS - 75TH BIRTHDAY	10,000	ESSEY
TOTAL GENERAL	97,348	
GRAND TOTAL	1,215,619	

Schedule B

SPECIFIED FUND REVENUE : YEAR 2 THROUGH YEAR 6 MODEL

DESCRIPTION		Years 2	Years 3 - 6	SOURCE
CURATORIAL				
AMERICAN ART		300	300	ROOT
	TOTAL CURATORIAL	300	300	
PUBLICATIONS				
		50	50	MELLON ENDOWMENT INCOME
		50	50	
EXHIBITIONS				
AMERICAN ART EXHIBITIONS		100	100	ROOT
		400	200	
	TOTAL EXHIBITIONS	500	300	
EDUCATION PROGRAMS		300	300	GRANTS AND ENDOWMENT INCOME
GENERAL		25	25	
	GRAND TOTAL	1,175	975	

Schedule C

STORES REVENUE PROJECTIONS: YEAR 1 - FY 99-00

1. DeYOUNG STORE

DOLLARS PER HEAD BASED ON 7/98 -6/99 ACTUALS		$1.84
DEYOUNG VISITORS PROJECTION		278,500
DeYOUNG SALES	513,470	
DISCOUNTS @ 6%	(30,808)	
COGS @51%	(261,870)	
NET DeYOUNG SALES	220,792	

2. LEGION STORE

DOLLARS PER HEAD BASED ON 7/98 -6/99 ACTUALS		$2.17
LEGION VISITORS PROJECTION		431,000
LEGION SALES	936,692	
DISCOUNTS @ 5%	(46,835)	
COGS @49%	(458,979)	
NET LEGION SALES	430,878	

3. MERCHANDISING SALES

WHOLESALE	100,000
COGS @ 63%	(63,000)
COMMISSIONS @ 9%	(9,000)
	28,000
ROYALTIES	4,850

SELECTED EXHIBITION GROSS STORE SALES PER VISITOR

GREAT DUTCH PAINTINGS 2/91 - 5/91	1.73
ARMS AND ARMOR 2/92 - 5/92	2.49
TEOTIHUACAN 5/93 - 10/93	2.27
DEAD SEA SCROLLS 2/94 - 6/94	2.45
MONIET AT GIVERNY 3/95 - 6/95	6.35
AUDUBON 2/96 - 4/96	2.40
FABERGE 5/96 - 7/96	8.06
BEAT CULTURE 10/96 - 12/96	1.69
LARCO - PERU 5/97 - 8/97	3.75
UTRECHT 9/97 - 11/97	1.65
HARLEM 1/98 - 3/98	3.51
PICASSO 11/98 - 1/99	3.61
IMPRESSIONISTS IN WINTER 1 - 5/99	5.92

4. O'KEEFFE STORE - 2/19/00 - 5/14/00

DOLLARS PER HEAD		$3.50
O'KEEFFE VISITORS PROJECTION		144,300
O'KEEFFE SALES	505,050	
DISCOUNTS @ 5%	(25,253)	
COGS @50%	(252,525)	
NET O'KEEFFE SALES	227,273	

5. ST FRANCIS OF ASSISSI MINI STORE - 7/24/99 - 10/24/99

DOLLARS PER HEAD		$1.30
LEGION VISITORS PROJECTION		113,500
ST FRANCIS SALES	147,550	
DISCOUNTS @ 5%	(7,378)	
COGS @52%	(76,726)	
NET ST FRANCIS SALES	63,447	

6. TOTAL STORE SALES

SALES	2,202,763
DISCOUNTS @ 5%	(110,273)
COGS @ 53%	(1,113,100)
COMMISSIONS & ROYALTIES	(9,000)
TOTAL NET SALES	970,390
PERSONNEL COSTS	411,412
OTHER EXPENSES	94,320
TOTAL EXPENSES	505,732
NET PROFIT FROM OPERATIONS	464,858

Schedule C

STORES REVENUE PROJECTIONS: YEAR 2 - FY 00-01

Dollar per head store sales for the deYoung and Legion stores raised 3% to agree with other expenses CPI assumptions.

1. DeYOUNG STORE

DOLLARS PER HEAD BASED ON 7/98 -6/99 ACTUALS		$1.90
DEYOUNG VISITORS PROJECTION		178,000
DeYOUNG SALES	338,024	DeYOUNG STORE CLOSES 12/31/00
DISCOUNTS @ 6%	(20,281)	
COGS @51%	(172,392)	
NET DeYOUNG SALES	145,350	

2. LEGION STORE

DOLLARS PER HEAD BASED ON 7/98 -6/99 ACTUALS		$2.24
LEGION VISITORS PROJECTION		400,000
LEGION SALES	895,400	
DISCOUNTS @ 5%	(44,770)	
COGS @49%	(438,746)	
NET LEGION SALES	411,884	

3. MERCHANDISING SALES

WHOLESALE	100,000
COGS @ 63%	(63,000)
COMMISSIONS @ 9%	(9,000)
	28,000
ROYALTIES	4,850

SELECTED EXHIBITION GROSS STORE SALES PER VISITOR

GREAT DUTCH PAINTINGS 2/91 - 5/91	1.73
ARMS AND ARMOR 2/92 - 5/92	2.49
TEOTIHUACAN 5/93 - 10/93	2.27
DEAD SEA SCROLLS 2/94 - 6/94	2.45
MONET AT GIVERNY 3/95 - 6/95	6.35
AUDUBON 2/96 - 4/96	2.40
FABERGE 5/96 - 7/96	8.06
BEAT CULTURE 10/96 - 12/96	1.69
LARCO - PERU 5/97 - 8/97	3.75
UTRECHT 9/97 - 11/97	1.65
HARLEM 1/98 - 3/98	3.51
PICASSO 11/98 - 1/99	3.61
IMPRESSIONISTS IN WINTER 1 - 5/99	5.92

7. TOTAL STORE SALES

SALES	1,338,274
DISCOUNTS @ 5%	(65,051)
COGS @ 53%	(674,138)
COMMISSIONS & ROYALTIES	(9,000)
TOTAL NET SALES	590,084
PERSONNEL COSTS	330,850
OTHER EXPENSES	51,790
TOTAL EXPENSES	382,640
NET PROFIT FROM OPERATIONS	207,445

Schedule C

STORES REVENUE PROJECTIONS: YEAR 3 - FY 01-02

Dollar per head store sales for the deYoung and Legion stores raised 3% to agree with other expenses CPI assumptions.

1. DeYOUNG STORE

CLOSED

2. LEGION STORE

DOLLARS PER HEAD BASED ON 7/98 -6/99 ACTUALS		$2.31
LEGION VISITORS PROJECTION		400,000
LEGION SALES	922,261	
DISCOUNTS @ 5%	(46,113)	
COGS @49%	(451,908)	
NET LEGION SALES	424,240	

3. MERCHANDISING SALES

WHOLESALE	100,000
COGS @ 63%	(63,000)
COMMISSIONS @ 9%	(9,000)
	28,000
ROYALTIES	4,850

SELECTED EXHIBITION GROSS STORE SALES PER VISITOR

GREAT DUTCH PAINTINGS 2/91 - 5/91	1.73
ARMS AND ARMOR 2/92 - 5/92	2.49
TEOTIHUACAN 5/93 - 10/93	2.27
DEAD SEA SCROLLS 2/94 - 6/94	2.45
MONET AT GIVERNY 3/95 - 6/95	6.35
AUDUBON 2/96 - 4/96	2.40
FABERGE 5/96 - 7/96	8.06
BEAT CULTURE 10/96 - 12/96	1.69
LARCO - PERU 5/97 - 8/97	3.75
UTRECHT 9/97 - 11/97	1.65
HARLEM 1/98 - 3/98	3.51
PICASSO 11/98 - 1/99	3.61
IMPRESSIONISTS IN WINTER 1 - 5/99	5.92

4. MAYA STORE - 5/02/02 - 8/02/02

DOLLARS PER HEAD BASED ON TEOTIHUACAN & LARCO		$3.00
MAYA VISITORS PROJECTION		96,200
MAYA SALES	288,600	
DISCOUNTS @ 5%	(14,430)	
COGS @50%	(144,300)	
NET MAYA SALES	129,870	

7. TOTAL STORE SALES

SALES	1,315,711
DISCOUNTS @ 5%	(60,543)
COGS @ 53%	(659,208)
COMMISSIONS & ROYALTIES	(9,000)
TOTAL NET SALES	586,960
PERSONNEL COSTS	346,327
OTHER EXPENSES	40,000
TOTAL EXPENSES	386,327
NET PROFIT FROM OPERATIONS	200,633

Schedule C

STORES REVENUE PROJECTIONS: YEAR 4 - FY 02-03

Dollar per head store sales for the deYoung and Legion stores raised 3% to agree with other expenses CPI assumptions.

1. DeYOUNG STORE

Store Closed

2. LEGION STORE

DOLLARS PER HEAD BASED ON 7/98 -6/99 ACTUALS		$2.37
LEGION VISITORS PROJECTION		400,000
LEGION SALES	949,928	
DISCOUNTS @ 5%	(47,496)	
COGS @49%	(465,465)	
NET LEGION SALES	436,967	

3. MERCHANDISING SALES

WHOLESALE	100,000
COGS @ 63%	(63,000)
COMMISSIONS @ 9%	(9,000)
	28,000
ROYALTIES	4,850

SELECTED EXHIBITION GROSS STORE SALES PER VISITOR

GREAT DUTCH PAINTINGS 2/91 - 5/91	1.73
ARMS AND ARMOR 2/92 - 5/92	2.49
TEOTIHUACAN 5/93 - 10/93	2.27
DEAD SEA SCROLLS 2/94 - 6/94	2.45
MONET AT GIVERNY 3/95 - 6/95	6.35
AUDUBON 2/96 - 4/96	2.40
FABERGE 5/96 - 7/96	8.06
BEAT CULTURE 10/96 - 12/96	1.69
LARCO - PERU 5/97 - 8/97	3.75
UTRECHT 9/97 - 11/97	1.65
HARLEM 1/98 - 3/98	3.51
PICASSO 11/98 - 1/99	3.61
IMPRESSIONISTS IN WINTER 1 - 5/99	5.92

4. MAYA STORE - 5/02/02 - 8/02/02

DOLLARS PER HEAD BASED ON TEOTIHUACAN & LARCO		$3.00
MAYA VISITORS PROJECTION		48,100
MAYA SALES	144,300	
DISCOUNTS @ 5%	(7,215)	
COGS @50%	(72,150)	
NET MAYA SALES	64,935	

5. LEONARDO/POLAND STORE - 8317- 5/31/03

DOLLARS PER HEAD		$2.50
PRINCELY TREASURES VISITORS PROJECTION		144,300
PRINCELY TREASURES SALES	360,750	
DISCOUNTS @ 4%	(14,430)	
COGS @ 47%	(169,553)	
NET PRINCELY TREASURES SALES	176,768	

7. TOTAL STORE SALES

SALES	1,559,828
DISCOUNTS @ 5%	(69,141)
COGS @ 53%	(770,167)
COMMISSIONS & ROYALTIES	(9,000)
TOTAL NET SALES	711,520
PERSONNEL COSTS	392,588
OTHER EXPENSES	41,200
TOTAL EXPENSES	433,788
NET PROFIT FROM OPERATIONS	277,732

Schedule C

STORES REVENUE PROJECTIONS: YEAR 5 - FY 03- 04 THROUGH YEAR 6 FY 04 - 05

Dollar per head store sales for the deYoung and Legion stores raised 3% to agree with other expenses CPI assumptions.

1. DeYOUNG STORE

Store Closed

2. LEGION STORE

DOLLARS PER HEAD BASED ON 7/98 -6/99 ACTUALS		$2.45
LEGION VISITORS PROJECTION		400,000
LEGION SALES	978,426	
DISCOUNTS @ 5%	(48,921)	
COGS @49%	(479,429)	
NET LEGION SALES	450,076	

3. MERCHANDISING SALES

WHOLESALE	100,000
COGS @ 63%	(63,000)
COMMISSIONS @ 9%	(9,000)
	28,000
ROYALTIES	4,850

SELECTED EXHIBITION GROSS STORE SALES PER VISITOR

GREAT DUTCH PAINTINGS 2/91 - 5/91	1.73
ARMS AND ARMOR 2/92 - 5/92	2.49
TEOTIHUACAN 5/93 - 10/93	2.27
DEAD SEA SCROLLS 2/94 - 6/94	2.45
MONET AT GIVERNY 3/95 - 6/95	6.35
AUDUBON 2/96 - 4/96	2.40
FABERGE 5/96 - 7/96	8.06
BEAT CULTURE 10/96 - 12/96	1.69
LARCO - PERU 5/97 - 8/97	3.75
UTRECHT 9/97 - 11/97	1.65
HARLEM 1/98 - 3/98	3.51
PICASSO 11/98 - 1/99	3.61
IMPRESSIONISTS IN WINTER 1 - 5/99	5.92

4. SIX WEEKS OF THREE MONTHS SUMMER EXHIBITION STORE

DOLLARS PER HEAD		$3.00
VISITORS PROJECTION		48,100
EXHIBITION STORE SALES	144,300	
DISCOUNTS @ 5%	(7,215)	
COGS @50%	(72,150)	
NET SALES	64,935	

5. THREE MONTH EXHIBITION STORE

DOLLARS PER HEAD		$3.00
VISITORS PROJECTION		144,300
EXHIBITION STORE SALES	432,900	
DISCOUNTS @ 4%	(17,316)	
COGS @ 47%	(203,463)	
NET SALES	212,121	

7. TOTAL STORE SALES

SALES	1,660,476
DISCOUNTS @ 5%	(73,452)
COGS @ 53%	(818,042)
COMMISSIONS & ROYALTIES	(9,000)
TOTAL NET SALES	759,982
PERSONNEL COSTS	404,299
OTHER EXPENSES	42,436
TOTAL EXPENSES	446,735
NET PROFIT FROM OPERATIONS	313,247

Schedule D

Admissions Projections Summary

	# of visitors	$ per visitor	Gross income	Expenses	Net income	COFAM Revenue
Year 1 FY 99-00						
DeYoung Attractions: Saxe, New Art, Conner	278,580	$2.48	$687,591	$91,224	$596,367	$298,184
Legion Attractions: Bacon, St Francis, Aboriginal, O'Keefe	430,965	$3.44	$1,514,781	$91,224	$1,423,557	$1,423,557
FY 1999-00 Totals	709,545	na	$2,202,372	$182,448	$2,019,924	$1,721,741
Year 2 FY 00-01						
DeYoung Attractions: Closes 12/31/00 Conner, Hicks	178,000	$2.48	$441,440	$47,500	$393,940	$196,970
Legion Attractions: Thiebaud	400,000	$3.44	$1,376,000	$95,000	$1,281,000	$1,281,000
FY 2000-01 Totals	578,000	na	$1,817,440	$142,500	$1,674,940	$1,477,970
Year 3 FY 01-02 Through Year 6 FY 04-05						
DeYoung - Closed						
Legion Attractions: Ongoing Exhibitions	400,000	$3.44	$1,376,000	$97,000	$1,279,000	$1,279,000
Fiscal Year Totals	400,000	na	$1,376,000	$97,000	$1,279,000	$1,279,000

FY 93-94 Actual	-	606,586	606,586	
FY 94-95 Actual	-	882,138	882,138	
FY 95-96 Actual	406,482	491,206	897,688	
FY 96-97 Actual	352,450	570,900	923,350	
FY 97-98 Actual	357,153	314,943	672,096	
FY 98/99 Actual	415,446	333,735	749,181	+ 139,416 Impresssionism @ YBG Center for the Arts = 888,597 visitors

ADMISSIONS REVENUE YEAR 1 - FY 1999 - 2000

ADMISSION FEES	Legion	deYoung/ Asian
Adult	$8	$7
Senior	6	5
Junior	5	4
Annual Student Pass	10	10
Children under 12	Free	Free

Per Visitor Revenue Assumptions

deYoung revenue based on $2.48 per visitor. Besed on actuals July 1996 - June 1999.

Legion revenue besed on $3.44 per visitor.

Legion Admission Fee Increase caculated as follows
July 1998 - June 1999 = 2.99 per visitor with 45.31 % paid
45.3% X $1.00 =$.45, $2.99 + $.45 = $3.44

VISITOR PROJECTIONS	Jul-99 Actuel	Aug-99 Actuel	Sep-99	Oct-99	Nov-99	Dec-99	Jan-00	Feb-00	Mar-00	Apr-00	May-00	Jun-00	TOTALS
DEYOUNG VISITORS	26,772	31,808	20,000	20,000	20,000	25,000	20,000	20,000	20,000	20,000	25,000	30,000	276,580
ATTRACTIONS	Saxe	Saxe	Saxe	Saxe	Driskell Millennium	Driskell Millennium	Driskell Millennium	Driskell Millennium	Weidersperg Millennium	Weidersperg	Conner (30%)	Conner Goldsn Age	
LEGION VISITORS	39,034	41,931	30,000	30,000	20,000	25,000	20,000	40,000	60,000	55,000	35,000	35,000	430,965
ATTRACTIONS	Becon	St Francis	St Francis Gantner-Meyer	St Francis Gantner-Meyer	Gantner-Meyer	Gantner-Meyer		O'Keeffe (50%	O'Keeffe Boiquets	O'Keeffe	O'Keeffe(50%)	Thiebaud(50%)	
													TOTALS 709,545
REVENUE CALCULATIONS													
DEYOUNG ADMISSIONS REVENUE	$62,748	$79,245	$49,600	$49,600	$49,600	$62,000	$49,600	$49,600	$49,600	$49,600	$62,000	$74,400	$687,591
LESS DEYOUNG ADMISSIONS EXPENSE	(7,602)	(7,602)	(7,602)	(7,602)	(7,602)	(7,602)	(7,602)	(7,602)	(7,602)	(7,602)	(7,602)	(7,602)	(91,224)
DEYOUNG ADMISSIONS NET	55,144	71,643	41,998	41,998	41,998	54,398	41,998	41,998	41,998	41,998	54,398	66,798	596,367
LEGION ADMISSIONS REVENUE	153,426	157,355	103,200	103,200	88,600	88,600	88,800	137,600	205,400	189,200	120,400	120,400	1,514,781
LESS LEGION ADMISSIONS EXPENSE	(7,602)	(7,602)	(7,602)	(7,602)	(7,602)	(7,602)	(7,602)	(7,602)	(7,602)	(7,602)	(7,602)	(7,602)	(91,224)
LEGION ADMISSIONS NET	145,824	149,753	95,598	95,598	81,198	78,398	81,196	129,998	198,798	181,598	112,798	112,798	1,423,557
COFAM SHARE OF GENERAL ADMISSIONS	173,398	185,575	116,597	116,597	82,197	105,597	82,197	150,997	219,797	202,597	139,997	145,197	1,721,741
= 100% Legion and 50% deYoung/Asian													
CUMULATIVE	173,395	358,971	475,566	592,165	674,362	779,959	862,156	1,013,153	1,232,950	1,435,547	1,575,544	1,721,741	1,721,741
AAM SHARE OF GENERAL ADMISSIONS	27,572	35,822	20,999	20,999	20,999	27,199	20,999	20,999	20,999	20,999	27,199	33,399	298,184
= 50% deYoung Asian													
CUMULATIVE	27,572	63,394	84,393	105,392	126,391	153,590	174,589	195,588	216,587	237,586	264,785	298,184	

Recent Attendance	Legion	deYoung/Asian	Totals
FY 93-94 Actual	0	606586	606586
FY 94-95 Actual	0	662136	662136
FY 95-96 Actual	406,482	491206	897688
FY 96-97 Actual	352450	570,900	923350
FY 97-98 Actual	357153	314943	672096
FY 98-99 Actual	415446	333735	749181 + 139,416 Impressionism @ YBG Center for Arts = 888,597 visitors
FY 98-99 Projections	430965	278580	709545

Exhibition Assumptions

O'Keefe	Legion 2/19/00 - 5/14/00	300 visitors / hour = 144,300 attendance with 60% paid.
Thiebaud	Legion 6/10/00 - 9/3/00	176 visitors / hour = 20,475 attendance with 60% paid during fiscal year 99-00

Schedule D

ADMISSIONS REVENUE WORKSHEET: YEAR 2 - FY 2000 - 2001

Per Visitor Revenue Assumptions

deYoung revenue based on $2.49 per visitor.

Legion revenue based on $3.44 per visitor.

Legion Admission Fee Increase calculated as follows
July 1998 - June 1999 = 2.99 per visitor with 45.31 % paid
45.3% X $1.00 = $.45, $2.99 + $.45 = $3.44

ADMISSION FEES	Legion	deYoung/ Asian
Adult	$8	$7
Senior	6	5
Junior	5	4
Annual Student Pass	10	10
Children under 12	Free	Free

	Jul-00	Aug-00	Sep-00	Oct-00	Nov-00	Dec-00	Jan-01	Feb-01	Mar-01	Apr-01	May-01	Jun-01		TOTALS
DEYOUNG VISITORS	35,000	36,000	28,000	20,000	30,000	30,000	de Young Closed							178,000
ATTRACTIONS	Conner Golden Age	Golden Age	Golden Age 30%	Hicks	Hicks	Hicks								
LEGION VISITORS	45,000	45,000	26,000	25,000	25,000	30,000	25,000	40,000	45,000	40,000	25,000	30,000		400,000
ATTRACTIONS	Thiebaud	Thiebaud		Anderson	Anderson	Anderson		Dada	Dada Bouquets	Dada		Moore		
													TOTALS	578,000
DEYOUNG ADMISSIONS REVENUE	$86,800	$86,800	$69,440	$49,600	$74,400	$74,400								$441,440
LESS DEYOUNG ADMISSIONS EXPENSE	(7,916)	(7,918)	(7,916)	(7,916)	(7,916)	(7,920)								(47,500)
DEYOUNG ADMISSIONS NET	78,884	78,884	61,524	41,684	66,484	66,480	-	-	-	-	-	-		393,940
LEGION ADMISSIONS REVENUE	154,800	154,800	86,000	86,000	86,000	103,200	86,000	137,600	154,800	137,600	86,000	103,200		1,376,000
LESS LEGION ADMISSIONS EXPENSE	(7,916)	(7,918)	(7,916)	(7,916)	(7,916)	(7,916)	(7,916)	(7,918)	(7,916)	(7,916)	(7,916)	(7,924)		(95,000)
LEGION ADMISSIONS NET	146,884	146,884	78,084	78,084	78,084	95,284	78,084	129,684	146,884	129,684	78,084	95,276		1,281,000
COFAM SHARE OF GENERAL ADMISSIONS	186,326	186,326	108,846	98,926	111,326	128,524	78,084	129,684	146,884	129,684	78,084	95,276		1,477,970
= 100% Legion and 50% deYoung/Asian CUMULATIVE	186,326	372,652	481,498	580,424	691,750	820,274	898,358	1,028,042	1,174,926	1,304,610	1,382,694	1,477,970		1,477,970
AAM SHARE OF GENERAL ADMISSIONS	39,442	39,442	30,762	20,842	33,242	33,240	-	-	-	-	-	-		196,970
= 50% deYoung Asian CUMULATIVE	39,442	78,884	109,646	130,488	163,730	196,970	196,970	196,970	196,970	196,970	196,970	196,970		

Recent Attendance	Legion	deYoung/Asian	Totals
FY 93-94 Actual	0	606588	606588
FY 94-95 Actual	0	882138	882138
FY 95-96 Actual	408,482	491206	897688
FY 96-97 Actual	352450	570,900	923350
FY 97-98 Actual	357183	314943	672098
FY 98-99 Actual	415448	333735	749181 + 139,416 Impressionism @ YBG Center for Arts = 888,597 visitors

Exhibition Assumptions

Hicks	deYoung 9/24/00 - 1/7/01	177 visitors / hour = 85,137 attendance with 60% paid
Dada and Surrealism	Legion 2/01 - 6/01	177 visitors / hour = 85,137 attendance with 60% paid
Henry Moore	Legion 8/01 - 9/01	

ADMISSIONS REVENUE WORKSHEET: YEAR 3 - FY 01-02 THROUGH YEAR 6 FY 04-05

ADMISSION FEES	Legion	deYoung/ Asian
Adult	$8	
Senior	6	
Junior	5	
Annual Student Pass	10	
Children under 12	Free	

Per Visitor Revenue Assumptions

Legion revenue based on $3.44 per visitor.

Legion Admission Fee Increase caculated as follows
July 1998 - June 1999 = 2.99 per visitor with 45.31 % paid
45.3% X $1.00 =$.45, $2.99 + $.45 = $3.44

	Jul-00	Aug-00	Sep-00	Oct-00	Nov-00	Dec-00	Jan-01	Feb-01	Mar-01	Apr-01	May-01	Jun-01		TOTALS
DEYOUNG VISITORS ATTRACTIONS	CLOSED													-
LEGION VISITORS ATTRACTIONS - TBD	45,000	45,000	30,000	30,000	30,000	35,000	25,000	25,000	35,000	30,000	30,000	40,000		400,000
													TOTALS	400,000
DEYOUNG ADMISSIONS REVENUE														
LESS DEYOUNG ADMISSIONS EXPENSE														
DEYOUNG ADMISSIONS NET	-	-	-	-	-	-	-	-	-	-	-	-		-
LEGION ADMISSIONS REVENUE	154,800	154,800	103,200	103,200	103,200	120,400	88,000	88,000	120,400	103,200	103,200	137,600		1,376,000
LESS LEGION ADMISSIONS EXPENSE	(8,083)	(8,083)	(8,083)	(8,083)	(8,083)	(8,083)	(8,083)	(8,083)	(8,083)	(8,083)	(8,083)	(8,087)		(97,000)
LEGION ADMISSIONS NET	146,717	146,717	95,117	95,117	95,117	112,317	77,917	77,917	112,317	95,117	95,117	129,513		1,279,000
COFAM SHARE OF GENERAL ADMISSIONS	146,717	146,717	95,117	95,117	95,117	112,317	77,917	77,917	112,317	95,117	95,117	129,513		1,279,000
= 100% Legion and 50% deYoung/Asian														
CUMULATIVE	146,717	293,434	388,551	483,668	578,785	691,102	769,019	846,938	959,253	1,054,370	1,149,487	1,279,000		1,279,000

Recent Attendance	Legion	deYoung/Asian	Totals
FY 93-94 Actual	-	606,586	606,586
FY 94-95 Actual	-	882,138	882,138
FY 95-96 Actual	406,482	491,206	897,688
FY 96-97 Actual	352,450	570,900	923,350
FY 97-98 Actual	357,153	314,943	672,096
FY 98-99 Actual	415,446	333,735	749,181 + 139,418 impressionism @ YBG Center for Arts = 888,597 visitors

FOOD AND BEVERAGE CONCESSION FEES PROJECTION : YEAR 1 - FY 1999/00

Dollars per head sales and monthly catering average raised 3% to agree with other expense CPI assumptions.

CAFE SALES PER PERSON BASED ON JULY - JUNE 1999

DeYOUNG	$1.26
LEGION	$1.72

CAFE CATERING PER MONTH BASED ON JULY - JUNE 1999 AVERAGE

DeYOUNG	$4,296
LEGION	$50,776

MONTH	DeYOUNG ATTENDANCE	DeYOUNG SALES	DeYOUNG CATERING	TOTAL DeYOUNG	LEGION ATTENDANCE	LEGION SALES	LEGION CATERING	TOTAL LEGION
JULY	28,772	$36,828	$7,858	$44,686	39,074	$67,207	$53,555	$120,763
AUGUST	31,808	40,714	$7,858	48,572	41,931	72,121	$53,558	125,677
SEPTEMBER	20,000	25,600	$7,858	33,458	30,000	51,600	$53,558	105,156
OCTOBER	20,000	25,600	$7,858	33,458	30,000	51,600	$53,556	105,156
NOVEMBER	20,000	25,600	$7,858	33,458	20,000	34,400	$53,556	87,956
DECEMBER	25,000	32,000	$7,858	39,858	25,000	43,000	$53,556	96,556
JANUARY	20,000	25,600	$7,858	33,458	20,000	34,400	$53,556	87,956
FEBRUARY	20,000	25,600	$7,858	33,458	40,000	68,800	$53,558	122,356
MARCH	20,000	25,600	$7,856	33,456	60,000	103,200	$53,556	156,756
APRIL	20,000	25,600	$7,858	33,458	55,000	94,600	$53,556	148,156
MAY	25,000	32,000	$7,858	39,858	35,000	60,200	$53,556	113,756
JUNE	30,000	38,400	$7,858	46,258	35,000	60,200	$53,556	113,756
TOTALS	280,580	$359,142	$94,296	$453,438	431,005	$741,328	$642,872	$1,384,001

CONCESSION FEE SCHEDULE
FISCAL YEAR 1999/00

MONTH	CONCESSION FEES @ 6%	TOTAL REVENUE OVER $55K	CONCESSION FEES @ 10%	TOTAL CONCESSION FEES
JULY	$3,300	$110,449	$11,045	$14,345
AUGUST	3,300	119,250	11,926	15,225
SEPTEMBER	3,300	83,614	8,361	11,661
OCTOBER	3,300	83,614	8,351	11,651
NOVEMBER	3,300	66,414	6,641	9,941
DECEMBER	3,300	81,414	8,141	11,441
JANUARY	3,300	88,414	6,641	9,941
FEBRUARY	3,300	100,814	10,081	13,381
MARCH	3,300	135,214	13,521	16,821
APRIL	3,300	126,614	12,661	15,961
MAY	3,300	98,614	9,661	13,161
JUNE	3,300	105,014	10,501	13,801
TOTALS	$39,600	$1,177,439	$117,744	$157,344

MONTH	TOTAL SALES	TOTAL CATERING	TOTAL REVENUE
JULY	$104,035	$81,414	$185,449
AUGUST	112,836	61,414	174,250
SEPTEMBER	77,200	61,414	138,614
OCTOBER	77,200	61,414	138,614
NOVEMBER	60,000	61,414	121,414
DECEMBER	75,000	61,414	136,414
JANUARY	60,000	61,414	121,414
FEBRUARY	94,400	61,414	155,814
MARCH	128,800	61,414	190,214
APRIL	120,200	61,414	181,614
MAY	92,200	61,414	153,614
JUNE	98,600	61,414	160,014
TOTALS	$1,100,471	$736,968	$1,837,439

FOOD AND BEVERAGE CONCESSION FEES PROJECTION : YEAR 2 - FY 2000/01

Dollars per head sales and monthly catering average raised 3% to agree with other expense CPI assumptions

CAFE SALES PER PERSON BASED ON JULY - JUNE 1999

DeYOUNG	$1.32
LEGION	$1.77

CAFE CATERING PER MONTH BASED ON JULY - JUNE 1988 AVERAGE

DeYOUNG	$4,425
LEGION	$52,299

MONTH	DeYOUNG ATTENDANCE	DeYOUNG SALES	DeYOUNG CATERING	TOTAL DeYOUNG	LEGION ATTENDANCE	LEGION SALES	LEGION CATERING	TOTAL LEGION
JULY	35,000	$46,144	$4,425	$50,569	45,000	$79,722	$52,299	$132,021
AUGUST	35,000	48,144	4,425	50,569	45,000	78,722	52,299	132,021
SEPTEMBER	28,000	36,915	4,425	41,340	25,000	44,290	52,299	96,589
OCTOBER	20,000	26,369	4,425	30,793	25,000	44,290	52,299	96,589
NOVEMBER	30,000	38,552	4,425	43,977	25,000	44,290	52,299	96,589
DECEMBER	30,000	39,552	4,425	43,977	30,000	53,148	52,299	105,447
JANUARY	deYoung Closed				20,000	44,290	52,299	96,589
FEBRUARY					40,000	70,864	52,299	123,163
MARCH					45,000	78,722	52,299	132,021
APRIL					40,000	70,864	52,299	123,163
MAY					25,000	44,290	52,299	96,589
JUNE					30,000	53,148	52,299	105,447
TOTALS	178,000	$234,675	$28,648	$261,224	400,000	$708,840	$627,591	$1,336,231

CONCESSION FEE SCHEDULE
FISCAL YEAR 1999/00

MONTH	CONCESSION FEES @ 6%	TOTAL REVENUE OVER $55K	CONCESSION FEES @ 10%	TOTAL CONCESSION FEES
JULY	$3,300	$127,590	$12,758	$16,058
AUGUST	3,300	127,590	12,758	16,059
SEPTEMBER	3,300	82,828	8,283	11,583
OCTOBER	3,300	72,382	7,238	10,538
NOVEMBER	3,300	85,568	8,557	11,857
DECEMBER	3,300	84,424	8,442	12,742
JANUARY	3,300	41,588	4,159	7,459
FEBRUARY	3,300	98,183	9,818	10,116
MARCH	3,300	77,021	7,702	11,002
APRIL	3,300	68,183	6,816	10,116
MAY	3,300	41,589	4,159	7,459
JUNE	3,300	50,447	5,045	8,345
TOTALS	$39,600	$937,458	$93,749	$133,348

MONTH	TOTAL SALES	TOTAL CATERING	TOTAL REVENUE
JULY	$125,866	$56,724	$182,590
AUGUST	125,866	56,724	182,590
SEPTEMBER	81,205	56,724	137,929
OCTOBER	70,658	56,724	127,382
NOVEMBER	83,842	56,724	140,566
DECEMBER	92,700	56,724	149,424
JANUARY	44,290	52,299	96,589
FEBRUARY	70,864	52,299	123,163
MARCH	78,722	52,299	132,021
APRIL	70,864	52,299	123,163
MAY	44,290	52,299	96,589
JUNE	53,148	52,299	105,447
TOTALS	$943,315	$654,141	$1,587,456

FOOD AND BEVERAGE CONCESSION FEES PROJECTION : YEAR 3 - 6

Dollars per head sales and monthly catering average raised 3% to agree with other expense CPI assumptions.

CAFE SALES PER PERSON BASED ON JULY - JUNE 1999

DeYOUNG
LEGION $1.82

CAFE CATERING PER MONTH BASED ON JULY - JUNE 1999 AVERAGE

DeYOUNG
LEGION $53,868

MONTH	DeYOUNG ATTENDANCE	DeYOUNG SALES	DeYOUNG CATERING	TOTAL DeYOUNG	LEGION ATTENDANCE	LEGION SALES	LEGION CATERING	TOTAL LEGION
JULY	C				45,000	$82,114	$53,868	$135,982
AUGUST	L				45,000	82,114	53,868	135,982
SEPTEMBER	O				30,000	54,742	53,868	108,611
OCTOBER	S				30,000	54,742	53,868	108,611
NOVEMBER	E				30,000	54,742	53,868	108,611
DECEMBER	D				35,000	63,866	53,868	117,734
JANUARY					25,000	45,619	53,868	99,487
FEBRUARY					26,000	45,619	53,868	99,487
MARCH					35,000	63,866	53,868	117,734
APRIL					30,000	54,742	53,868	108,611
MAY					30,000	54,742	53,868	108,611
JUNE					40,000	72,990	53,868	126,858
TOTALS	0	$0	$0	$0	400,000	$729,899	$646,419	$1,376,316

CONCESSION FEE SCHEDULE
FISCAL YEAR 1999/00

MONTH	CONCESSION FEES @ 6%	TOTAL REVENUE OVER $55K	CONCESSION FEES @ 10%	TOTAL CONCESSION FEES
JULY	$3,300	$80,982	$8,098	$11,398
AUGUST	3,300	80,982	8,098	11,398
SEPTEMBER	3,300	53,611	5,361	8,661
OCTOBER	3,300	53,611	5,361	8,661
NOVEMBER	3,300	53,611	5,361	8,661
DECEMBER	3,300	62,734	6,273	9,573
JANUARY	3,300	44,487	4,449	7,749
FEBRUARY	3,300	44,487	4,449	7,749
MARCH	3,300	62,734	6,273	9,573
APRIL	3,300	53,611	5,361	8,661
MAY	3,300	53,611	5,361	8,661
JUNE	3,300	71,858	7,186	10,486
TOTALS	$39,600	$716,316	$71,632	$111,232

MONTH	TOTAL SALES	TOTAL CATERING	TOTAL REVENUE
JULY	$82,114	$53,868	$135,982
AUGUST	82,114	53,868	135,982
SEPTEMBER	54,742	53,868	108,611
OCTOBER	54,742	53,868	108,611
NOVEMBER	54,742	53,868	108,611
DECEMBER	63,866	53,868	117,734
JANUARY	45,619	53,868	99,487
FEBRUARY	45,619	53,868	99,487
MARCH	63,868	53,868	117,734
APRIL	54,742	53,868	108,611
MAY	54,742	53,868	108,611
JUNE	72,990	53,868	126,858
TOTALS	$729,899	$646,419	$1,376,316

Schedule F

Exhibition Program Summary

$ in thousands

	Fiscal Year	Cost	Gifts/ Grants	Earned Income	Net	Notes
Actuals	92/93	$1,044	$892	$415	$263	Teotihuacan
	93/94	741	619	822	700	Dead Sea Scrolls
	94/95	927	146	1,021	240	Monet
	95/96	1,997	1,282	521	(194)	Faberge
	96/97	1,714	686	666	(362)	Faberge
	97/98	1,429	298	425	(706)	Utrecht, Harlem
Pre-Audit	98/99	2,924	524	1,881	(519)	Picasso, Impressionism, V&A
Year 1	99/00	1,521	320	236	(965)	O'Keefe, St Francis, Thiebaud
Year 2	00/01	1,116	500	150	(466)	Thiebaud, Hicks, Dada
Year 3	01/02	1,500	300	300	(900)	Maya
Year 4	02/03	1,800	300	850	(650)	Maya, Poland or Princely Treasures, American Art tours ($250K net)
Year 5	03/04	1,800	300	850	(650)	American Art tours ($250K net)
Year 6	04/05	1,500	300	300	(900)	

		Venue	(1) Runs		(2) Cost		(3) Gifts and Grants		(4) Income		(5) Net	
					Original	Revised	Original	Revised	Original	Revised	Original	Revised
	In-House Exhibitions											
	de Young											
1	Theater and Dance Collection (for Nancy Beer) (118)	D	01-May-99	05-Sep-99	1,901						(1,901)	
2	Saxe Collection (163)	D	26-Jun-99	17-Oct-99	22,713						(22,713)	
3	Wedding Dresses from Permanent Collection (136)	D	01-Dec-99	01-Jun-00	6,181						(6,181)	
4	Art for Elders	D	28-Sep-99	03-Oct-99	-						0	
5	Herzog and de Meuron Model (128)	D	14-Oct-99	02-Jan-00	25,560		25,000	New de Young			(560)	
6	The Wiedersperg Collection (169)	D	18-Dec-99	30-Jun-00	68,762						(68,762)	
7	Artists Investigate the de Young (Helfand) (187)	D	20-Nov-99	12-Mar-00	100,503		1,000	Frankel Gallery			(99,503)	
8	Narratives of African Am. Art: David Driskell (113)	D	20-Nov-99	13-Feb-00	49,464						(49,464)	
9	Achenbach TBA (137)	D	Jan 22-00	15-Apr-00	9,472						(9,472)	
10	Costumes (TBA) changed	D	01-Feb-00	01-Aug-00	-						0	
11	Hands and Minds (cancelled)	D	11-Mar-00	15-Apr-00	-						0	
12	Leonard Baskin (131)	D	29-Apr-00	06-Aug-00	10,182						(10,182)	
13	Textiles: Recent Acquisitions (138)	D	05-May-00	01-Nov-00	5,888						(5,888)	
14	Youth Arts Festival	D	02-May-00	14-May-00	-						0	
15	Bruce Conner (178)	D	21-May-00	30-Jul-00	187,987		110,000	Root			(77,987)	
			Subtotal de Young		488,613	-	136,000		-	-	(352,613)	

Continued....

		venue	(1) Runs		(2) Cost		(3) Gifts and Grants		(4) Income		(5) Nets	
					Original	Revised	Original	Revised	Original	Revised	Original	Revised
	Legion											
17	Claes Oldenberg (162)	L	05-Jun-99	19-Sep-99	-						0	
18	Francis Bacon (108)	L	12-Jun-99	02-Aug-99	8,721						(8,721)	
19	The Treasury of St. Francis of Assisi (172)	L	24-Jul-99	14-Nov-99	243,749		96,000	Burke, A. Wilsey, Osher, M. Wilsey, McWilliams, Doll, Lippi			(147,749)	
20	Logan Book Gallery (3 rotations) (165)	L	ongoing		9,360						(9,360)	
21	Reinstall Legion Gallery 1 (166)	L	28-Aug-99	ongoing	5,804						(5,804)	
22	Anderson: Richard Diebenkorn's 41 Etchings (120)	L	25-Sep-99	30-Jan-00	14,046						(14,046)	
23	Alain Kirili:Dialogue with Rodin (126)	L	09-Oct-99	02-Jan-00	31,063		13,300	Fr. Cult. Grant, Association Francais			(17,763)	
24	Gantner-Myer Collection of Aboriginal Art (180)	L	18-Sep-99	09-Jan-00	125,767		0	Net.com			(125,767)	
25	Anderson: Legendery Lithography:Prints from ULAE(117	L	05-Feb-00	14-May-00	12,506						(12,506)	
26	Georgia O'Keeffe: Poetry of Things (103)	L	19-Feb-00	14-May-00	319,155			Claritin reimb.	193,160		(125,995)	
									300/hour adm., 60% paid @ $2, $20k audio			
27	Bouquets to Art	L	14-Mar-00	18-Mar-00	-						0	
28	Wayne Thiebaud (144)	L	10-Jun-00	03-Sep-00	252,531		75,000	Root	32,570		(144,961)	
									175/hr adm., 60% paid @ $2, $8k audio			
		Subtotal Legion			1,022,702	-	184,300	-	225,730	-	(612,672)	
		Subtotal In House			1,511,315	-	320,300	-	225,730	-	(965,285)	
	FAM Travelling Exhibitions											
29	City Hall (153)		01-Oct-99	30-Jun-00	10,000						(10,000)	
30	Ancient Glass from the Holy Land (may travel to DC)								10,000		10,000	
31	Thiebaud (travels in 00/01)										0	
32	Charles Jones (hope to travel)										0	
33	Gantner Myer (hope to travel)										0	
	Subtotal Traveling Tours				10,000	0	0	0	10,000	0	0	
	Total In House and Traveling Exhibitions				1,521,315	-	320,300	-	235,730	-	(965,285)	

Schedule "F" - Exhibition Program: Year 2 - FY 00-01

		venue	(1) Runs		(2) Cost		(3) Gifts and Grants		(4) Income		(5) Nets	
					Original	Revised	Original	Revised	Original	Revised	Original	Revised
	In-House Exhibitions											
	de Young											
1	Bruce Connar (176)	D	21-May-00	30-Jul-00	$ 15,750						(15,750)	
2	African Galleries rotation (Loran/Gutmann)	D	01-Jul-00	ongoing	$ 25,000						(25,000)	
3	Textile galleries	D	6-1-00	1-1-01	$ 25,000						(25,000)	
4	The Kingdoms of Edward Hicks (106)	D	24-Sep-00	07-Jan-01	$ 203,658		100,000	Root			(103,658)	
5	Costume rotation	D			3,000						(3,000)	
			Subtotal da Young		272,408	-	100,000	-	-	-	(172,408)	
	Legion											
6	Wayne Thiebaud (144)	L	10-Jun-00	03-Sep-00	$ 60,000						(60,000)	
7	Anderson Collection of Graphic Arts	L	07-Oct-00	31-Dec-00	$ 150,000						(150,000)	
8	R. Crumb	L	15-Jan-01	15-Mar-01	$ 25,000						(25,000)	
9	Dada and Surrealism from Arturo Schwarz Coll.	L	01-Feb-01	01-May-01	$ 200,000		200,000	Goldsmith			0	
10	Gallery 1-5	L	01-Apr-99	01-Jun-99	$ 20,000						(20,000)	
11	3 Andersons rotations	L			30,000						(30,000)	
12	3 Logan rotations	L			9,000						(9,000)	
			Subtotal Legion		494,000	-	200,000	-	-	-	(294,000)	
											0	
13	Grants and Gifts To Be Raised						200,000				200,000	
			Subtotal In-House Exhibits		766,408	0	500,000	0 -	0	0	(466,408)	
	FAM Travelling Exhibitions											
14	Thiebaud to Ft. Worth				$ 25,000				75,000		50,000	
15	Thiebaud to Phillips				$ 25,000				75,000		50,000	
	Subtotal Traveling Tours				$ 50,000	0	0	0	150,000	0	100,000	
	Total In House and Traveling Exhibitions				$ 816,408	0	500,000	0	150,000	0	(366,408)	

Schedule G

MEMBERSHIP HISTORY AND PROJECTIONS

	Fiscal Year	# of paid members @ 6/30	Revenue per member	Gross Revenue	
Actuals	88-89	47,384	$52.26	$2,476,288	
	89-90	45,724	53.47	2,444,862	
	90-91	42,979	53.88	2,315,898	
	91-92	44,472	53.33	2,371,897	Legion closes 3/31/92
	92-93	35,859	59.36	2,128,590	Legion closed
	93-94	36,254	59.32	2,150,587	Legion closed
	94-95	48,975	58.01	2,841,040	Legion closed, Monet
	95-96	46,294	51.96	2,405,394	Legion opens 11/95
	96-97	46,288	53.81	2,490,908	
	97-98	42,777	54.75	2,342,041	
Pre-Audit	98-99	50,689	55.34	2,805,168	Picasso, Impressionists
Year 1	99-00	45,000	60.86	2,738,700	Loss from Year 1
Year 2	00-01	40,000	60.86	2,434,400	(304,300) deYoung closes 12/31/00
Year 3	01-02	35,000	60.86	2,130,100	(608,600)
Year 4	02-03	35,000	60.86	2,130,100	(608,600)
Year 5	03-04	35,000	60.86	2,130,100	(608,600)
Year 6	04-05	40,000	60.86	2,434,400	(304,300)

PAID MEMBERSHIP HISTORY 1989 -1999

Fiscal Year	Seniors	%	Participating	%	Contributing	%	Donor	%	Sponsor	%	Patron	%	Family	%	Art Point	%	Total Paid Members	Gross Revenue	Dollars Per Member
88/89	14,803	31.2%	28,462	60.1%	3,024	6.4%	774	1.6%	132	0.3%	190	0.4%	0	0.0%	-	0.0%	47,384	$2,476,393	$52.26
89/90	15,683	34.3%	25,686	56.2%	3,241	7.1%	765	1.7%	130	0.3%	239	0.5%	0	0.0%	-	0.0%	45,724	$2,444,928	$53.47
90/91	14,034	32.7%	24,525	57.1%	3,367	7.8%	708	1.6%	134	0.3%	211	0.5%	0	0.0%	-	0.0%	42,979	$2,315,898	$53.88
91/92	14,982	33.7%	23,833	53.6%	3,218	7.2%	693	1.6%	136	0.3%	202	0.5%	1,408	3.2%	-	0.0%	44,472	$2,371,942	$53.34
92/93	12,969	36.2%	16,639	46.4%	2,867	8.0%	676	1.9%	136	0.4%	175	0.5%	2,397	6.7%	-	0.0%	35,859	$2,128,600	$59.36
93/94	13,809	38.1%	14,930	41.2%	3,175	8.8%	682	1.9%	132	0.4%	165	0.5%	3,298	9.1%	63	0.2%	36,254	$2,150,597	$59.32
94/95	15,621	32.3%	21,989	44.9%	3,970	8.1%	747	1.5%	150	0.3%	161	0.3%	5,995	12.2%	162	0.3%	48,975	$2,841,055	$58.01
95/96	18,410	35.4%	19,726	42.6%	3,682	8.0%	699	1.5%	145	0.3%	1	0.0%	5,291	11.4%	340	0.7%	46,294	$2,405,364	$51.96
96/97	17,360	37.6%	19,001	41.0%	3,552	7.7%	744	1.6%	125	0.3%	-	0.0%	5,235	11.3%	241	0.5%	46,288	$2,490,908	$53.81
97/98	16,220	37.9%	16,983	39.7%	3,558	8.3%	737	1.7%	142	0.3%	-	0.0%	4,734	11.1%	403	0.9%	42,777	$2,341,971	$54.75
98/99	16,240	38.0%	19,663	38.8%	4,538	9.0%	983	1.9%	188	0.3%	-	0.0%	6,711	13.2%	387	0.8%	50,690	$2,814,126	$55.52
Variance 88/89 - 98/99	3,437	4.7%	(8,799)	-21.3%	1,514	2.6%	209	0.3%	56	0.1%	(190)	-0.4%	6,711	13.2%	387	0.8%	3,306	$337,735	$2.49

MEMBERSHIP DUES RATES

Fiscal Year	Seniors	Participating	Contributing	Donor	Sponsor	Patron	Family	Art Point
88/89	$30	$45	$100	$250	$500	$1,000	Non-existent	Non-existent
89/90	$30	$45	$100	$250	$500	$1,000	Non-existent	Non-existent
90/91	$30	$45	$100	$250	$500	$1,000	Non-existent	Non-existent
91/92	$30	$45	$100	$250	$500	$1,000	$60	Non-existent
92/93	$35	$50	$100	$250	$500	$1,000	$60	Non-existent
93/94	$35	$50	$100	$250	$500	$1,000	$60	$60
94/95	$35	$50	$100	$250	$500	$1,000	$60	$60
95/96	$35	$50	$100	$250	$500	Discontinued	$60	$60
96/97	$35	$50	$100	$250	$500	Discontinued	$60	$60
97/98	$35	$50	$100	$250	$500	Discontinued	$60	$75
98/99	$40	$50	$100	$250	$500	Discontinued	$60	$75
99/00	$40	$60	$125	$250	$500	Discontinued	$70	$75
Starting 05-06	$50	$75	$150	$300	$500		$85	$90

Schedule "H" -- COFAM Other Expense Summary FY 1999-00

Division / Departments	(1) FY 1997-98 Actuals	(2) FY 1998-99 Pre-Audit Results	(3) FY 1999-00 Year 1	(4) FY 2000-01 Year 2	(5) FY 2001-02 Year 3	(6) FY 2002-03 Year 4	(7) FY 2003-04 Year 5	(8) FY 2004-05 Year 6	(9) Notes
Curatorial / Conservation									
101 Office of the Chief Curator	56,783	51,396	57,500	59,225	61,002	62,832	64,717	66,658	
101-861 Ancient Art & Interpretation	1,646	987	1,800	1,854	1,910	1,967	2,026	2,087	
103 Library	48,990	39,566	36,135	37,219	38,336	39,486	40,670	41,890	
104 Registration	20,562	47,600	41,325	42,565	43,842	45,157	46,512	47,907	
104-743 Registration: Loans Out - Reimbursable	9,965	2,495	10,000	10,300	10,609	10,927	11,255	11,593	
104-811 Registration: Acquisitions Freight	5,034	6,424	10,000	10,300	10,609	10,927	11,255	11,593	
105 Permanent Collection Maintenance	2,963	4,106	5,000	5,150	5,305	5,464	5,628	5,796	
106 Photo Services	22,388	9,492	10,000	10,300	10,609	10,927	11,255	11,593	
106-776 Collection Digitization	24,129	15,916	30,000	30,900	31,827	32,782	33,765	34,778	
106-816 American Collection Digitization	2,344	13,722	-	-	-	-	-	-	
106-952 Thinker.org	27,597	40,379	31,200	32,136	33,100	34,093	35,116	36,169	
111 European Art	2,112	1,314	1,750	1,803	1,857	1,912	1,970	2,029	
112 American Art	2,001	4,036	500	515	530	546	563	580	
112-736 American Art Study Center	-	8,529	2,100	2,163	2,228	2,295	2,364	2,434	
112-750 Archives of American Art	2,888	3,104	2,000	2,060	2,122	2,185	2,251	2,319	
112-813 American Art: Damuth Catalogue Research	10,000	-	-	-	-	-	-		
113 Textiles	17,153	3,067	1,503	1,548	1,595	1,642	1,692	1,742	
113-730 McCoy Jones Project	8	7,840	30,537	31,453					
113-769 Wiedersperg Carpet Prep	-	3,810	-	-	-	-	-	-	
115 Achenbach	7,805	8,905	6,500	6,755	9,016	9,286	9,567	9,854	
115-825 Rare Book and Portfolio Care		40	25,000	-	-	-	-	-	
115-795 Anderson Multi Media			6,500	11,500	-	-	-	-	-
117 AOA	3,090	2,433	990	1,020	1,050	1,082	1,114	1,148	
117-771 AOA: Stele - installation		3,260	7,000	-	-	-	-	-	
121 Paintings Conservation	5,477	10,770	10,600	10,916	11,246	11,583	11,930	12,288	
121-788 Pigs Consv: Contract Lab Work	4,072	-	-	-	-	-	-	-	
121-795 De Sesto Painting Conservation	80	3,062	3,253	-	-	-	-	-	

Schedule "H" -- COFAM Other Expense Summary FY 1999-00

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	FY 1997-98 Actuals	FY 1998-99 Pre-Audit Results	FY 1999-00 Year 1	FY 2000-01 Year 2	FY 2001-02 Year 3	FY 2002-03 Year 4	FY 2003-04 Year 5	FY 2004-05 Year 6	Notes
Division / Departments									
122 Textiles Conservation	8,971	7,512	6,270	6,458	8,652	8,851	7,057	7,269	
122-727 Prudence Tapestry Conservation	1,825	1,920	-	-	-	-	-	-	
122-739 Tex Consv: Contract Work	2,879	8,724	5,000	5,150	5,305	5,464	5,628	5,798	
122-748 Tex Consv: Storage Pest Control	714	1,156	2,970	3,059	3,151	3,245	3,343	3,443	
122-749 Tex Consv: Textile Storage Boxes	-	5,305	-	-	-	-	-	-	
122-795 Tex Consv: IMS FortitudeTapestry Treatment	225	-	-	-	-	-	-	-	
123 Paper Conservation	6,707	7,257	3,900	4,017	4,138	4,262	4,389	4,521	
123-744 Paper Conservation -- Regional Lab	3,635	2,239	5,000	5,150	5,305	5,464	5,628	5,796	
124 Objects Conservation	3,618	1,837	7,150	7,365	7,585	7,813	8,047	8,289	
124-740 Objects Consv: Contract Work	16,138	8,999	9,150	9,425	9,707	9,998	10,298	10,607	
124-788 Upholstery Fund	585	0	2,150	2,215	2,281	2,349	2,420	2,492	
124-788 Objects Consv: Ormolu Conservation	-	982	-	-	-	-	-	-	
124-790 Objects Consv: Airport Exhibition Projects	30,489	24,481	36,800	37,904	39,041	40,212	41,419	42,681	
Subtotal Curatorial and Conservation	350,891	369,167	416,583	380,925	359,956	370,755	381,877	393,334	
Education									
131 Ed: School Program	44,424	42,416	42,642	43,921	45,239	48,596	47,994	49,434	
132-732 Education Department Benefit	-	14,321	-	-	-	-	-	-	
131-734 Ed: Poet-in-The-Galleries	17,644	11,070	8,400	8,652	8,912	9,179	9,454	9,738	
131-748 Ed: Trustees Education Committee	200	308	648	667	687	708	729	751	
131-756 Ed: Gallery 1 Education Room	1,883	85	1,000	-	-	-	-	-	
131-757 Ed: Youth Arts Festival	19,558	21,294	20,000	-	-	-	-	-	
131-782 Ed: Teachers Resource Center	-	2,912	23,750	-	-	-	-	-	
131-793 Ed: Reading Rooms	510	-	1,580	1,607	1,655	1,705	1,756	1,808	
131-826 Ed: Artists' Studio		-	30,500	-	-	-	-	-	
131-827 Ed: College Slides		-	12,500	-	-	-	-	-	
131-XXX Education Tower +									
133 Ed: Museum Ambassadors	10,867	9,599	7,800	8,034	8,275	8,523	8,779	9,042	
134 Ed: Trucks/Classes/Demos	6,035	1,904	3,330	3,430	3,533	3,639	3,748	3,860	
134-798 Ed: Doing & Viewing - deYoung	-	5,432	6,880	-	-	-	-	-	

Schedule "H" -- COFAM Other Expense Summary FY 1999-00

Division / Departments	(1) FY 1997-98 Actuals	(2) FY 1998-99 Pre-Audit Results	(3) FY 1999-00 Year 1	(4) FY 2000-01 Year 2	(5) FY 2001-02 Year 3	(6) FY 2002-03 Year 4	(7) FY 2003-04 Year 5	(8) FY 2004-05 Year 6	(9) Notes
134-799Ed: Doing & Viewing - Legion	-	2,348	2,540	2,616	2,695	2,776	2,859	2,945	
135 - Adult Education Programs	51,696	45,481	77,500	50,000	50,000	50,000	50,000	50,000	
135-701 Ed: Legion Organ Concerts	48,300	25,016	20,000	20,600	21,218	21,855	22,510	23,185	
141 Ed: Docent Council - General	11,895	18,665	20,390	21,002	21,632	22,281	22,949	23,638	
142 Ed: Docent Council - Western	6,642	8,178	7,790	8,024	8,264	8,512	8,768	9,031	
143 Ed: Docent Council - AOA	2,550	3,052	5,380	5,541	5,708	5,879	6,055	6,237	
Subtotal Education	222,204	210,259	292,390	174,084	177,817	181,652	185,601	189,689	
Curatorial / Conservation / Education	573,095	579,426	708,973	555,019	537,773	552,406	567,479	583,003	
Publications									
102-XXX Publications: Works-in-Progress	(1,659)	(8,602)	85,000	50,000	50,000	50,000	50,000	50,000	
Exhibit Group									
231 Exhibit Planning	31,723	29,935	27,000	27,810	28,644	29,504	30,389	31,300	
231-105 Nash Picasso Sabatical	10,936	-	-	-					
232 Graphic Design	30,892	14,237	15,400	10,000	10,300	10,609	10,927	11,255	
233 Technicians	33,112	42,605	81,889	50,000	51,500	53,045	54,636	56,275	
233-794 Gallery Lighting	-	11,023	27,680	15,000	15,450	15,914	16,391	16,883	
Subtotal Exhibition Group	106,663	97,800	131,969	102,810	105,894	109,071	112,343	115,714	
Exhibit Program									
24X-XXX Exhibit Program	1,277,404	2,610,896	1,224,078	807,000	1,179,000	1,168,000	1,153,000	1,139,000	
Subtotal Curatorial Division	1,955,503	3,279,520	2,150,020	1,514,829	1,872,667	1,877,477	1,882,822	1,887,716	
DEVELOPMENT DIVISION									
Development General									
301 Office of the Dep Dir Development	97,246	81,625	49,060	50,532	52,048	53,609	55,217	56,874	
302 Government/Foundation Grants	4,064	3,908	2,675	2,755	2,838	2,923	3,011	3,101	
303 Corporate Fundraising	2,990	22,809	9,000	9,270	9,548	9,835	10,130	10,433	
311 Individual Support Under $5,000	(1,925)	444	8,082	8,324	8,574	8,831	9,096	9,369	
312 Mail Campaign	56,448	83,341	54,000	55,620	57,289	59,007	60,777	62,601	

Schedule "H" -- COFAM Other Expense Summary FY 1999-00

Division / Departments	(1) FY 1997-98 Actuals	(2) FY 1998-99 Pre-Audit Results	(3) FY 1999-00 Year 1	(4) FY 2000-01 Year 2	(5) FY 2001-02 Year 3	(6) FY 2002-03 Year 4	(7) FY 2003-04 Year 5	(8) FY 2004-05 Year 6	(9) Notes
313 Friends and Patrons ($1,000 - $4,999)	2,843	1,659	-	-	-	-	-	-	
314 Phone Campaign	1,139	43,777	55,000	56,650	58,350	60,100	61,903	63,760	
321 Associates ($5,000 up)	1,577	7	8,625	9,090	9,362	9,643	9,933	10,231	
322 Trips	217,168	232,642	212,500	212,500	212,500	212,500	212,500	212,500	
323 Nat'l Council	4,834	5,748	6,311	6,580	6,817	9,082	9,354	9,635	
331-XXX FAM Development Events	154,516	160,932	176,436	181,731	187,183	192,799	198,583	204,540	
332-XXX Exhibition Openings	63,546	109,713	-	-	-	-	-	-	
Subtotal Development	604,242	746,605	583,891	595,033	606,508	616,329	630,504	643,044	
Benefits/ Art Point									
112-736 American Art Studies Benefit	31,867	-	33,000	33,000	33,000	33,000	33,000	33,000	
305 Art Point	51,671	118,290	110,510	113,825	117,240	120,757	124,380	128,111	
333-XXX Christmas Gala	83,461	6,401	65,515	67,000	67,000	67,000	67,000	67,000	
Subtotal Benefits/Art Point	166,999	126,691	209,025	213,825	217,240	220,757	224,380	228,111	
MEMBERSHIP SERVICES									
341 Membership General	179,372	197,640	173,100	156,680	142,200	146,466	150,860	155,386	
342 Members Events	61,623	55,471	40,200	36,850	33,000	33,990	35,010	36,060	
343 Membership Promotion	135,682	285,599	229,000	235,870	242,946	250,234	257,742	265,474	
351 Data Base Services	25,719	15,357	19,672	20,262	20,870	21,496	22,141	22,805	
Subtotal Membership	402,396	538,067	461,972	451,662	439,016	452,187	465,752	479,725	
382-3 Member Magazine	243,254	94,965	186,000	172,340	154,450	159,084	163,856	168,772	
383-7 Members' Guide		155,736	149,000	136,588	122,400	126,072	129,854	133,750	
Subtotal Members' Publications	243,254	250,701	337,000	308,926	276,850	285,156	293,710	302,521	
Subtotal Development Division	1,416,891	1,662,064	1,591,886	1,569,446	1,539,615	1,576,428	1,614,346	1,653,402	
ADMINISTRATIVE DIVISION									
Administration General									
401 Office of the Director	55,226	67,794	67,000	69,010	71,080	73,213	75,409	77,671	
401-811 Proposition "A" Bond Support	560,000	-	-	-	-	-	-	-	

Schedule "H" -- COFAM Other Expense Summary FY 1999-00

Division / Departments	(1) FY 1997-98 Actuals	(2) FY 1998-99 Pre-Audit Results	(3) FY 1999-00 Year 1	(4) FY 2000-01 Year 2	(5) FY 2001-02 Year 3	(6) FY 2002-03 Year 4	(7) FY 2003-04 Year 5	(8) FY 2004-05 Year 6	(9) Notes
402 Audience Development	68,843	58,386	25,000	25,750	26,523	27,318	28,138	28,982	
422 Gould Theater	360	8,885	10,000	10,300	10,609	10,927	11,255	11,593	
456-710 de Young First Wednesday Nights	27,760	28,622	32,090	-	-	-	-	-	
441 Accounting -- General	124,179	156,291	141,550	145,797	150,170	154,676	159,316	164,095	
442 Admissions - de Young	4,792	4,538	2,500	-	-	-	-	-	
442 Admissions - Legion	4,792	4,975	4,500	4,635	4,774	4,917	5,065	5,217	
451 Administration -- General	506,393	611,829	595,022	612,873	631,259	650,197	669,703	689,794	
454 Legion Administrator / Maintenance & Repair	7,977	31,904	28,800	29,458	30,342	31,252	32,190	33,155	
454-806 Legion Tuesdays	98,693	86,526	88,400	91,936	95,613	99,438	103,415	107,552	
454-719 de Young Tuesdays	-	96,572	100,000	-	-	-	-	-	
458 Human Resources / de Young Administrator	-	-	11,500	5,000	5,150	5,305	5,464	5,628	
471 Board of Trustees	13,247	12,926	8,310	8,559	8,816	9,081	9,353	9,634	
Subtotal Administration	1,466,092	1,189,450	1,114,472	1,003,317	1,034,336	1,066,323	1,099,307	1,133,320	
MEDIA RELATIONS & ADVERTISING									
501 Marketing General	7,036	-	-	-	-	-	-	-	
411 Media Relations	56,499	57,096	49,500	40,000	41,200	42,436	43,709	45,020	
Subtotal Media Relations	63,537	57,096	49,500	40,000	41,200	42,436	43,709	45,020	
ADVERTISING									
412 Promotional Brochures	14,764	12,911	22,000	14,000	14,420	14,853	15,298	15,757	
414 Institutional Advertising	105,843	89,525	150,000	154,500	159,135	163,909	168,826	173,891	
415-XXX Exhibition Advertising	172,593	262,092	240,000	247,200	254,616	262,254	270,122	278,226	
416 Advertising General	7,989	3,074	10,000	10,300	10,609	10,927	11,255	11,593	
Subtotal Advertising	301,189	367,602	422,000	426,000	438,780	451,943	465,502	479,467	
Subtotal Media / Advertising	364,706	424,700	471,500	466,000	479,980	494,379	509,211	524,487	
New deYoung Planning	431,851	538,166	-	-					
Operations Group									
202 Warehouse	149,375	161,043	168,980	175,716	182,747	190,057	197,659	205,586	
203 Security	44,529	50,841	50,720	50,000	45,000	40,000	41,200	42,436	

Schedule "H" -- COFAM Other Expense Summary FY 1999-00

Division / Departments	(1) FY 1997-98 Actuals	(2) FY 1998-99 Pre-Audit Results	(3) FY 1999-00 Year 1	(4) FY 2000-01 Year 2	(5) FY 2001-02 Year 3	(6) FY 2002-03 Year 4	(7) FY 2003-04 Year 5	(8) FY 2004-05 Year 6	(9) Notes
204 Engineering -- de Young	52,316	34,989	33,000	15,000	0	0	0	0	
204-618 Engineering -- Legion	47,688	29,679	44,025	45,346	46,706	46,107	49,551	51,037	
206-614 233 Post, Floors Mezzanine, 3, 5 & 6	157,983	168,921	165,942	170,920	176,048	181,329	186,769	192,372	
211 Courier Vehicle Op	5,276	1,398	3,100	3,193	3,289	3,387	3,489	3,594	
212 Health and Safety	4,359	3,065	3,650	3,966	4,084	4,207	4,333	4,463	
214 Pest Control	13,660	13,983	12,890	13,071	13,463	13,867	14,283	14,711	
215 Custodial - de Young	32,645	40,246	36,495	16,000	-	-	-	-	
215-619 Custodial - Legion	51,244	52,549	74,888	77,135	79,449	81,832	84,287	86,816	
216 Visitor Services - General	1,256	21	500	515	530	546	563	580	
217 Volunteer Council	7,143	6,725	8,302	5,000	5,150	5,305	5,464	5,626	
218 Flower Committee	20,698	11,986	12,000	6,000	6,180	6,365	6,556	6,753	
219 - ADA Disabled	4,715	5,150	5,085	5,238	5,395	5,557	5,723	5,895	
Subtotal Operations Group	592,671	562,356	619,557	589,101	588,041	580,560	599,677	619,850	
Stores									
461-5 Museum Stores	87,612	151,742	90,000	47,790	36,000	37,080	38,192	38,192	
463 Product Development	(2,377)	75	4,320	4,000	4,000	4,120	4,244	4,244	
Subtotal Stores	85,435	151,817	94,320	51,790	40,000	41,200	42,436	42,436	
334 Facilities Rentals	29,624	118,657	199,254	175,000	145,000	149,350	153,831	158,445	
New de Young Opening Events									
Subtotal Administrative Division	2,972,779	3,005,146	2,499,103	2,285,208	2,287,357	2,331,812	2,404,681	2,478,538	
Grand Totals	6,345,173	7,948,730	6,241,011	5,389,486	5,679,640	5,765,718	5,901,829	6,019,857	

CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees
January 13, 2000

Call to Order

The regular meeting of the Board of Trustees of the Corporation of The Fine Arts Museums was held on Thursday, January 13, 2000, in the Board Room of the California Palace of the Legion of Honor, Lincoln Park, San Francisco. A quorum was present that being one-third of the number of Trustees in office. The meeting was called to order at 4:11 p.m. by Mrs. Alfred S. Wilsey, President. President Wilsey presided; Mrs. Gough acted as Secretary.

Roll Call

The following Trustees were present:

DOCUMENTS DEPT.
MAR - 6 2000
SAN FRANCISCO
PUBLIC LIBRARY

Mrs. David P. Bancroft
Alvin H. Baum, Jr.
Alix Phillips Becker
Mrs. Philip E. Bowles III
T. Robert Burke
Belva Davis
Mrs. Ray Dolby, Vice President/Annual Support
Richard P. Essey
Richard H. Finn, Vice President/Finance
Morgan Flagg
Mrs. Lynn C. Fritz
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II
George Hecksher
J. Burgess Jamieson
Ann L. Johnson, M.D.
Stephen L. Johnson
Leonard E. Kingsley
Diane B. Lloyd-Butler, Vice President/Audience Development
Nion McEvoy
J. Alec Merriam, Vice President/Collections
Robert P. Morrow III
Michael E. O'Neill
Steven MacGregor Read, Vice President/Facilities
Mrs. Thomas P. Rohlen
William A. Stimson

Calling of the Roll (continued)

The following Trustees were present (continued):

Burl A. Toler, Sr.
Vivian Fei Tsen
Carlos Villa
Marshall I. Wais, Sr.
Mrs. Harry H. Wetzel
Mrs. Charles F. Willis
Mrs. Alfred S. Wilsey, President
Alfred S. Wilsey

On motion, duly seconded and carried unanimously, the following Trustees were excused:

Del M. Anderson
George McNear Bowles
Mrs. Barbara B. Carleton
Charles Crocker
Richard N. Goldman
Mrs. Nancy Hamon
Beverly James
Mrs. Peter McBean
Lorna F. Meyer
Michael W. Michelson
Robert A. Mills
Josie Mooney
Walter S. Newman
George R. Roberts
George B. Saxe
Gail P. Seneca
Dolores G. Terrazas
Sidney R. Unobskey

Other Trustees in attendance were:

William Fries, II
David R. Hoyer
Mrs. Leonard E. Kingsley
Mrs. Lewis K. Land
Mrs. James K. McWilliams
Mrs. J. Alec Merriam

Other Trustees in attendance were (continued):

Mrs. John N. Rosekrans
Katharine Doyle Spann
William E. Steen
Mrs. Paul L. Wattis
Florence Sue Wong

The following non-voting officers were present:

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Judy Gough, Secretary

Report of the President - Mrs. Alfred S. Wilsey

A. Consideration and Possible Action to Approve the Minutes of the December 9, 1999 Meeting of the Executive Committee of the Board of Trustees

Trustee Leonard E. Kingsley corrected the first sentence of the last paragraph on page 674 as follows: "...he and Mrs. Kingsley co-chair a sub-committee, which focuses on approximately [3]1,000[1] members of the FAMily, who support the Museums annually." There was no discussion among the Trustees or members of the public. The minutes of the December 9, 1999 meeting of the Executive Committee of the Board of Trustees, having been mailed in advance to all Trustees, were unanimously approved as corrected.

B. Report on the *My de Young* Public Campaign to Build a New de Young Museum in Golden Gate Park

President Wilsey announced that the new de Young capital campaign has raised $94,100,876 as of January 12th. Fund-raising totals for the Board President and capital campaign sub-committees are as follows:

Board President	$ 86,752,942
FAMily Committee	4,094,549
Museum Support Groups	1,295,276
Community Outreach	49,000
Corporation and Foundation Support	600,000
My de Young Campaign	1,309,109

[1] Deletion in [ ]; addition underlined.

B. Report on the *My de Young* Public Campaign to Build a New de Young Museum in Golden Gate Park (continued)

President Wilsey then called for reports from the chairs of the public campaign sub-committees:

Trustees Leonard and Sylvia Kingsley co-chair the FAMily sub-committee comprised of the following members: Daphne and Robert Bransten, Belva Davis, Marion Cope, Richard P. Essey, Michele and Richard Goss, Beverly and George James, Sandra and John Leland, Gail and Alec Merriam, Rose Fox Noll, Martha and William Steen, William Stimson, Nancy and Sidney Unobskey, Maggie Wetzel and Nancy Willis. The sub-committee has approached 139 of 900 major donors who support the Museums annually with a contribution of $500 or more. One hundred and eight donors have contributed and pledged $4,094,549 to date.

Trustee Mrs. David P. Bancroft chairs the sub-committee comprised of the presidents of the Museums' supporting organizations. To date, individual members of the various support groups have contributed and pledged $505,960. The San Francisco Auxiliary has pledged $1,000,000 to be raised from Bouquets to Arts proceeds; the Textiles Arts Council has raised over $156,000 for the Textiles Arts Study Center; and the volunteers have pledged the proceeds from their annual fund-raiser.

Trustee Alvin H. Baum, Jr., chairs the outreach sub-committee, which has identified over 700 new prospects representative of the diverse San Francisco community. To date, $49,000 has been raised. The outreach effort to individuals not previously associated with the Museums continues through a series of community receptions. The next reception is scheduled for January 31st at the de Young and will hopefully attract between 300 and 400 people.

Trustee Richard P. Finn, chair of the corporations and foundations sub-committee, reported that ten of the largest Bay Area corporations have been approached. It is hoped that at least half of these corporation will respond positively with substantial gifts of $1 million or more. The-sub-committee, consisting of Trustees Michael E. O'Neill and J. Burgess Jamieson, is identifying the next group of corporations to be approached. To date, $600,000 has been contributed or pledged by foundations not previously solicited by the President.

In the absence of Trustee David M. Jamison, chair of the membership sub-committee, Barbara Boucke, Deputy Director for Development, reported on the *My de Young* mailing to approximately 55,000 members in late October. The *My de Young* campaign totals $1,309,000 to date with 75% of the 3,148 donors contributing $1,000 or more. The Board of Trustees acknowledged the work of Linda Peterson or Peterson, Skolnick & Dodge, and

B. Report on the *My de Young* Public Campaign to Build a New de Young Museum in Golden Gate Park (continued)

Cahan and Associates, who developed the *My de Young* brochure. In response to questions raised by Trustees Morgan Flagg and Vivian Fei Tsen, Mr. Parker noted that the feasibility of utilizing some of the *My de Young* photographs in future marketing efforts and of adapting the *My de Young* brochure to an *Our de Young* piece in order to reach a broader audience is under consideration.

In conclusion, the Board of Trustees recognized the extraordinary efforts of the Development Staff in processing the new de Young capital campaign contributions with a round of applause. The Development Staff, who worked on the campaign, includes Barbara Boucke, Gina Tan, Norah McKinney, Victoria Ricciarelli, Marcia Davey, Adriane Tafoya, Gerry Chow, Anne-Marie Bonfilio and Emily Cheung.

Report of the Chief Executive Officer - Harry S. Parker III

A. Report on COFAM Operating Budget as of November 31, 1999

At the request of Mr. Parker, Steve Dykes, Deputy Director for Administration and Finance, presented the COFAM Operating Budget Report as of November 31, 1999. Cumulative five month results were minus $70,000, better than the minus $372,000 projected, owing to satisfactory revenues and particularly low expenses, especially exhibit costs, which will catch up soon. The November budget report, in most respects, is a replay of October's.

The COFAM reserve was $1,540,000 at November 30, 1999, compared to $1,661,000 the month before. Board Policy requires at least a $2 million reserve. However, this has not been possible since the end of major de Young exhibits, triggering the deterioration of the Museums' financial situation

Annual contributions were off $194,000; year-end giving will hopefully put this effort back on track. Revenues were up $77,000 over budget, with admissions fee income up $131,000 due to the popularity of the *Assisi* show, which closed November 14, 1999. Store revenue was up $42,000 with all merchandising areas doing better than budget plan. Cumulative personnel expenses were $135,000 less than budget, and other expenses were $351,000 or 15% less than budget. Exhibit, administrative and operations costs will occur later in the fiscal year bringing expenses closer to budget.

D. Consideration and Possible Action to Adopt a Resolution Authorizing the Transfer of Stock

Mr. Parker presented the following resolution:

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominees, Wells Fargo Bank, Dresdner RCM Global Investors, and Merrill Lynch, to implement the transaction.

Authorized Individuals:
Harry S. Parker III
Stephen E. Dykes, Treasurer
Barbara Boucke, Deputy Director for Development
Robert M. Cullison, Controller

On motion, duly seconded, there was no discussion among the Trustees or members of the public. The Board of Trustees voted unanimously to adopt the resolution as **Board Resolution 254.**

C. Consideration and Possible Action to Adopt a Resolution Authorizing the Opening of an Account at Fidelity Investments

Mr. Parker advised that a gift of stock has necessitated the opening of an account at Fidelity Investments. He introduced the following resolution:

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize the Treasurer and Controller of the Corporation to open an account in the name of the Corporation at the firm of Fidelity Investments, for the sole purpose of receiving and selling gifted shares of stocks to this Corporation; and be it

FURTHER RESOLVED, That this account remains in full force until rescinded or modified by this Board.

C. Consideration and Possible Action to Adopt a Resolution Authorizing the Opening of an Account at Fidelity Investments (continued)

On motion, duly seconded, there was no discussion among the Trustees or members of the public. The Board of Trustees voted unanimously to adopt the resolution as **Board Resolution 255.**

D. Consideration and Possible Action to Adopt a Resolution Covering the Transfer of Shares at Fidelity Investments

The companion resolution covering the sale of gifted shares of stock at Fidelity Investments was presented by Mr. Parker:

> RESOLVED, That any one of the following officers and employees of the Corporation of The Fine Arts Museums, to wit:
>
> Harry S. Parker III, Chief Executive Officer
> Stephen E. Dykes, Treasurer
> Barbara Boucke, Deputy Director for Development
> Robert M. Cullison, Controller
>
> is authorized to sell, assign, transfer or dispose of any stocks, bonds, or other securities now or hereafter owned or held by the Corporation at Fidelity Investments; and be it
>
> FURTHER RESOLVED, That any Transfer Agent, Registrar or issuer of securities to whom a copy of this resolution shall be delivered may rely upon this resolution until such time as written notice of any change, amendment or cancellation thereof shall have been received by such Transfer Agent, Registrar or issuer of securities.

On motion, duly seconded, there was no discussion among the Trustees or members of the public. The Board of Trustees voted unanimously to adopt the resolution as **Board Resolution 256.**

Report of the Audience Development and Marketing Committee - Diane B. Lloyd-Butler, Chair and Vice President

Chair Lloyd-Butler advised that at its noon meeting today the Audience Development and Marketing Committee discussed a draft Marketing Plan, which focuses on maintaining a viable de Young presence during the period of closure and the reopening of the new de Young Museum in 2005. It is planned to present the Marketing Plan to the Board of Trustees at its April 13, 2000 meeting. Chair Lloyd-Butler introduced Carolyn Macmillan, newly appointed Deputy Director for Marketing and Communications, and David Resnicow of Resnicow Schroeder Associates, Inc., New York City, who assisted in drafting the Marketing Plan.

Report of the Budget Committee - Richard H. Finn, Chair and Vice President

A. Report on COFAM Operating Budget Long Range Financial Projections

The Budget and Executive Committees have reviewed in detail the COFAM operating budget long-range projections for fiscal year 1999-2000 through fiscal year 2004-2005, covering the period before the new de Young opens in the last half of 2005. The six year financial projections show a cumulative deficit of $8 million on operations and $9.6 million after depreciation charges.

Chair Finn reported that the new long-range financial projections update those prepared last fall. Compared to last year's numbers, the current projections go into the red about $2 million less per year. In large measure, this was accomplished by actions taken this past year: fees were increased where possible; the endowment distribution rate was raised; an early retirement program was implemented reducing long-term personnel expenses; and $596,000 in annual City support was received for the first time to reimburse COFAM for certain education, building maintenance and administrative expenses.

The new de Young Museum project milestones are noted as follows: Year 1 (current fiscal year) - both museums open, Year 2 - de Young closes, pack up and relocate art, offices, labs and carpentry shop to an offsite facility without public galleries and temporary exhibits; Year 3 - remove hazardous material and demolish the building; Years 4 and 5 - build a new de Young; Year 6 - finish construction, reinstall the collections, and open the new museum in the last half of 2005.

Corporation of The Fine Arts Museums
Board of Trustees
January 13, 2000

Report of the Annual Support Committee - Mrs. Ray Dolby, Chair and Vice President

Chair Dolby reported that $665,000 or 42% of the annual fund-raising goal of $2,665,000 for the 1999-2000 fiscal year has been achieved to date. It was recognized that this is an ambitious undertaking since the de Young capital campaign is occurring at the same time. Both the Friends and Museum Associates Committees met this week. Two Museum Associates trips are planned to Santa Fe on March 18-22, 2000, and Basel on May 2-10, 2000.

Report of the Fine Arts Museums Foundation - Charles Crocker, President

In the absence of President Crocker, Trustee Stimson presented the Endowment Fund Report. At the close of business on January 7, 2000, the endowment portfolio was valued at $82,118,169. It was invested 68% in equities, 30% in fixed income, and 2% in cash and cash equivalents.

Adjournment - Mrs. Alfred S. Wilsey, President

There being no further business, the meeting was adjourned at 4:44 p.m.

Respectfully submitted,

Judy Gough
Executive Secretary
Museums

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OFFICIAL SPECIAL MEETING NOTICE

Corporation of The Fine Arts Museums[2]
Board of Trustees

Annual Meeting

Thursday, April 13, 2000
3:30 p.m.[3]
Gallery 23
M. H. de Young Memorial Museum
Golden Gate Park
San Francisco, California

AGENDA

I. Calling of the Meeting to Order - Mrs. Alfred S. Wilsey, President

II. Calling of the Roll

Trustees:

DOCUMENTS DEPT.

APR 1 0 2000

SAN FRANCISCO
PUBLIC LIBRARY

Del M. Anderson
Mrs. David P. Bancroft
Alvin H. Baum, Jr.
Alix Phillips Becker
George McNear Bowles
Mrs. Philip E. Bowles III
T. Robert Burke
Mrs. Barbara B. Carleton
Barnaby Conrad III
Charles Crocker
Belva Davis, Vice President for Civic Affairs

[2] The Corporation of The Fine Arts Museums (COFAM) is a private not-for-profit entity. However, notice of this COFAM meeting is being provided to the public because a majority of the City and County of San Francisco's Fine Arts Museums Board of Trustees (FAMSF) may be present at this meeting. If a quorum of the FAMSF Board attends this COFAM meeting, the meeting will be conducted in compliance with the Brown Act.

[3] Or such earlier time as the Fine Arts Museums of San Francisco Special Board of Trustees meeting ends, but in no event before 3:30 p.m.

II. Calling of the Roll (continued)

Mrs. Ray Dolby, Vice President/Annual Support
Richard P. Essey
Richard H. Finn, Vice President/Finance
Morgan Flagg
Mrs. Lynn C. Fritz
Richard N. Goldman
Mrs. Richard Goodyear
Richard W. Goss II
Mrs. Nancy Hamon
George Hecksher
Beverly James
J. Burgess Jamieson
Ann L. Johnson, M.D.
Stephen L. Johnson
Terrence Johnson
William R Kimball
Leonard E. Kingsley
Diane B. Lloyd-Butler, Vice President/Audience Development
Mrs. Peter McBean
Nion McEvoy
J. Alec Merriam, Vice President/Collections
Lorna F. Meyer
Robert A. Mills
Josie Mooney
Robert P. Morrow III
Walter S. Newman
Michael E. O'Neill
Mrs. Richard H. Peterson
George R. Roberts
Mrs. Thomas P. Rohlen
George B. Saxe
Randolph R. Scott
Gail P. Seneca
William A. Stimson
Dolores G. Terrazas
Burl A. Toler, Sr.
Vivian Fei Tsen
Sidney R. Unobskey

II. Calling of the Roll (continued)

Carlos Pedro Villa
Paul Violich
Mrs. Marshall I. Wais, Sr.
Mrs. Harry H. Wetzel
Mrs. Charles F. Willis
Mrs. Alfred S. Wilsey, President
Alfred S. Wilsey

Absences to be Excused

Non-Voting Officers:

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Judy Gough, Executive Secretary

III. Report of the President - Mrs. Alfred S. Wilsey

A.	Consideration and Possible Action to Approve the Minutes of the March 9, 2000 Meeting of the Executive Committee of the Board of Trustees (See Appendix A) filed under minutes	**Action**
B.	Report on the Conceptual Plan for a New de Young Museum (See Appendix B)	**Discussion**
C.	Report on the *My de Young* Campaign to Build a New de Young Museum in Golden Gate Park (See Appendix C)	**Discussion**
D.	Report on Annual Donor Luncheon Held on April 10, 2000	**Discussion**
E.	Consideration and Possible Action to Adopt a Proposed Resolution Designating the Initial and Future Distributions from the Joan Diehl McCauley 1991 Trust to the New de Young Museum Building Project	**Action**

WHEREAS, The building of a new de Young Museum in Golden Gate Park is the highest institutional priority for the Board of Trustees of the Corporation of The Fine Arts Museums; and

E. Consideration and Possible Action to Adopt a Proposed Resolution Designating the Initial and Future Distributions from the Joan Diehl McCauley 1991 Trust to the New de Young Museum Building Project — **Action**

WHEREAS, On February 25, 2000, J. Brian McCauley, attorney representing the Joan Diehl McCauley 1991 Trust, informed the Corporation of The Fine Arts Museums that Joan Diehl McCauley had named the Corporation of The Fine Arts Museums as a beneficiary to receive a portion of the Trust estate; and

WHEREAS, An initial distribution of $375,000 from the Joan Diehl McCauley 1991 Trust was received on March 30, 2000; and

WHEREAS, Additional distributions from the Joan Diehl McCauley 1991 Trust will be received in the future; and

WHEREAS, The Director of Museums has recommended that the $375,000 unrestricted bequest from the Joan Diehl McCauley 1991 Trust and any additional distributions be designated for the new de Young building project; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby designate the $375,000 bequest from the Joan Diehl McCauley 1991 Trust and any additional distributions for the new de Young building project; and, be it

FURTHER RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums recognizes the extraordinary generosity of Joan Diehl McCauley with profound appreciation.

F. Other Informational Items

IV. Report of the Chief Executive Officer - Harry S. Parker III

A. Report on COFAM Operating Budget as of February 29, 2000 (See Appendix D) — **Discussion**

B. Consideration and Possible Action to Adopt a Proposed Resolution Authorizing the Transfer of Stock — **Action**

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are fully authorized and empowered to sell, assign, transfer, and

B. Consideration and Possible Action to Adopt a Proposed Resolution Authorizing the Transfer of Stock (continued) **Action**

deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, an deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominees, Wells Fargo Bank, Dresdner RCM Global Investors, and Merrill Lynch, to implement the transaction.

Authorized Individuals:
Harry S. Parker III
Stephen E. Dykes, Treasurer
Barbara Boucke, Deputy Director for Development
Robert M. Cullison, Controller

C. Other Informational Items

V. Report of the Nominating Committee - Nion McEvoy, Chair

A. Consideration and Possible Action to Elect Officers to a Term of One Year **Action**

Mrs. Alfred S. Wilsey, President
Belva Davis, Vice President of Civic Affairs
Mrs. Ray Dolby, Vice President of Annual Support
Richard H. Finn, Vice President of Finance
Diane B. Lloyd-Butler, Vice President of Audience Development
J. Alec Merriam, Vice President of Collections
Harry S. Parker III, Chief Executive Officer
Stephen E. Dykes, Treasurer
Judy Gough, Secretary

B. Consideration and Possible Action to Elect COFAM Executive Committee to a Term of One Year **Action**

Charles Crocker
Robert A. Mills

C. Consideration and Possible Action to Adopt a Proposed Resolution Setting the Number of Trustee Positions — **Action**

WHEREAS, On June 14, 1990, the Corporation of The Fine Arts Museums By-Laws were amended to provide for a variable number of Trustees; and

WHEREAS, The amendment stated that the authorized number of Trustees shall not be less than thirty-eight and not more than seventy-five, the exact authorized number to be set by the Board from time to time; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby set the number of Trustees at fifty-six until such number is changed by this Board.

VI. Report of the Audience Development Committee - Diane B. Lloyd-Butler, Chair and Vice President — **Discussion**

A. Presentation and Discussion of the Marketing Plan for the Period the de Young Museum is Closed to the Public (See Appendix E) — **Discussion**

VII. Report of the Audit Committee - Michael E. O'Neill, Chair

A. Consideration and Possible Action to Adopt a Proposed Resolution Accepting the PriceWaterhouseCoopers Combined Financial Statements for the Fiscal Year Ending June 30, 1999 (See Appendix) — **Action**

WHEREAS, PriceWaterhouseCoopers submitted to the Corporation of The Fine Arts Museums (COFAM) Audit Committee a draft Combined Financial Statement for the year ended June 30, 1999, including COFAM, the Fine Arts Museums Foundation, and the Fine Arts Museums of San Francisco as a department of the City and County of San Francisco; and

WHEREAS, On March 8, 2000, the COFAM Audit Committee reviewed these financial statements and recommended that the COFAM Board of Trustees accept them; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums, upon the recommendation of the COFAM Audit Committee does hereby accept the PriceWaterhouseCoopers Combined Financial Statements of the Fine Arts Museums of San Francisco for the year ending June 30, 1999.

VIII.	**Report of the Budget Committee - Richard H. Finn, Chair and Vice President**	**Discussion**
IX.	**Report of the Annual Support Committee - Mrs. Ray Dolby, Chair and Vice President**	**Discussion**
X.	**Report of the Fine Arts Museums Foundation - Charles Crocker, President**	**Discussion**
XI.	**Consideration and Possible Action to Approve a Change in Name for the Twentieth Century Art Council to Friends of New Art**	**Action**
XII.	**Reports of Supporting Organizations** (Written Reports to be Distributed at Meeting)	**Discussion**

A. Achenbach Graphic Arts Council - Marilyn Dougery, Chair

B. American Art Study Center Advisory Council - Nancy Boas, Chair

C. Ancient Hellenic Arts Council - Michael Zagaris, Acting President

D. Artist Book Council -Emily Marcus, Chair

E. ArtPoint - Mark Karwowski, Chair

F. The Docent Council - Mrs. Frank M. Heffernan, Jr., Chair

G. European Decorative Arts Council - Adolphus Andrews, Jr. and Mrs. Robert A. Magowan, Co-Chairs

H. Friends of New Art - Lindsay Joost and Michael Wilsey, Co-Chairs

I. Belvedere-Tiburon Auxiliary - Mrs. W. Timothy Ryan, Chair

J. East Bay Auxiliary - Mrs. Edward Roach, Chair

K. Hillsborough Auxiliary - Miss Norma M. Fraser, Chair

L. Ross Auxiliary - Mrs. Henry Moody, Chair

XII. Reports of Supporting Organizations (Written Reports to be Distributed at Meeting - continued) **Discussion**

M. San Francisco Auxiliary - Mrs. James E. Forster, Chair

1. Bouquets to Art - Mrs. Robert Rorick and Mrs. Robert Mettler, Co-Chairs

N. Flower Committee - Mrs. John Adams, Chair

O. National Council - Mrs. Harry H. Wetzel and Samuel D. Williams, Co-Chairs

P. San Francisco Ceramic Circle - Colin Knight, President

Q. Textile Arts Council - Peggy Gordon, Chair

R. Volunteer Council - Mrs. Cathy O'Dea, Chair, Steering Committee

XIII. Adjournment - Mrs. Alfred S. Wilsey, President **Action**

Note: The Annual Meeting of The Fine Arts Museums Foundation will immediately follow.

Public Meeting Requirements Relating to Accessibility

The subsequent information is in compliance with the Americans with Disabilities Act (ADA). The following will be made available upon request: (1) American sign language interpreters; (2) a sound enhancement system; (3) a meeting agenda available in alternative formats; and (4) a reader during the meeting. To arrange for these services, please contact Judy Gough at (415) 750-3669 at least two working days prior to a meeting. A late request will be honored if possible. Minutes of the meeting will be made in alternative formats upon request. Meeting agendas are available on the Fine Arts Museums of San Francisco website, *www.thinker.org.*

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that others may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

The MUNI's wheelchair-accessible No. 44 line (south bound) stops in front of the de Young Museum. The No. 44 line (north bound) stops in front of the Academy of Sciences. For access to the de Young Museum by BART from the East Bay, get off at the New Montgomery Station. Take MUNI's No. 38 line (Geary) to 6th Avenue and transfer to the No. 44 line (O'Shaughnessy). For access to the de Young Museum by BART from Daly City, get off at the Civic Center Station. Take MUNI's No. 71 line (outbound) and transfer at 6th Avenue at Lincoln Way to the No. 44 line (O'Shaughnessy). There is accessible parking spaces (disabled-designated) available at the following locations: a) the de Young Museum parking lot (driveway access at 10th Avenue and Kennedy Drive); and b) the Music Concourse area, east end (access from Tea Garden Drive).

Accessible seating for persons with disabilities (including those using wheelchairs) will be available. For Telecommunication Device for the Deaf (TDD), the Museums use the California Relay Service.

Know Your Rights Under the Sunshine Ordinance

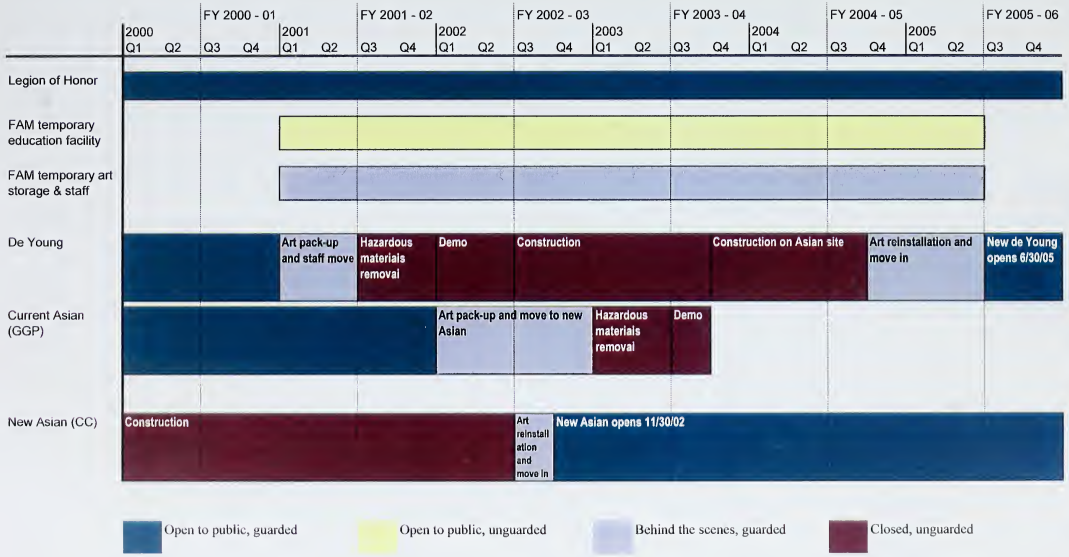
Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force:

Rachel Arnstine O'Hara, Clerk
Sunshine Ordinance Task Force
City Hall, Room 362
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4683
Office: (415) 554-6171
Fax: (415) 554-6177
E-mail: Rachel_ArnstineO'Hara@ci.sf.c.us

Copies of the Sunshine Ordinance can be obtained from the Clerk of the Sunshine Task Force, the San Francisco Public Library and on the City's website at www.ci.sf.ca.us.

If you are unable to attend the meeting, you may submit written comments to Judy Gough, Fine Arts Museums of San Francisco, 233 Post Street, 6th Floor, San Francisco, CA, 94108.

Joint de Young / Asian Timetable



Appendix B

PRESS RELEASE

FINE ARTS MUSEUMS of SAN FRANCISCO

Media Relations Department

FOR IMMEDIATE RELEASE
Carolyn Macmillan
415 750-3545
cmacmillan@famsf.org

Support for the New de Young in Golden Gate Park Breaks the $100 Million Mark

Gifts come in from kids, families, artists, long-time supporters of the arts, teachers, and museum employees, including a very generous museum guard

April 13, 2000

SAN FRANCISCO, California

The Board of Trustees of the Fine Arts Museums of San Francisco announced today that the Campaign for the new de Young in Golden Gate Park has passed the $100 million mark.

"We are very pleased to report that we are moving toward our goal of $135 million," says Dede Wilsey, President of the Board of Trustees. "But what pleases us most of all is the excitement and enthusiasm people throughout the Bay Area have expressed with their gifts."

Funds have come in from nearly 3,500 individuals and families, and include 31 gifts of a million dollars or more, a check for $.50 from a working artist, piggybank proceeds from kids, and a remarkable bequest from a retired museum guard that totaled nearly half a million dollars.

The public campaign, announced in mid-October last year, invited art-and-park lovers to participate in building the new de Young in Golden Gate Park, via a campaign entitled "My de Young."

"We built this theme around a sentiment that became very clear during our bond measures, public hearings, and museum exhibit on the plans for the new de Young: People in the Bay Area think of this museum as their museum. We simply asked everyone to support 'My de Young.' And people did, in unprecedented numbers," explains Harry Parker III, Director of Museums. He adds, "Supporters clearly see the de Young as a Bay Area asset, important beyond the City's boundaries. Nearly 65 percent of the contributions have come from outside San Francisco."

Nearly 1400 donors, many of whom had given only modest amounts in the past, stepped up to the "put your name on the wall" invitation and sent at least $1,000 to reserve a place on the "My de Young" entry wall.

Some highlights of the support:

Families & Kids

The importance of the de Young museum as a family treasure in Golden Gate Park is underscored by the number of families who have chosen to honor or remember their loved ones on the My de Young wall. Mrs. John V.W. Zaugg of San Mateo made a gift in the memory of her great-grandfather, Don Antonio Machado y Palomo. Her great-grandfather, a lawyer and professor, had traveled from Guatamela to the California Midwinter International Exposition in 1894, bringing along his daughter, Maria Machado Irigoyen (Mrs. Zaugg's grandmother). The trip was a pre-wedding gift, and explains Mrs. Zaugg, "I took my children to the de Young when they were growing up and

explained that their great-great grandfather had stood in this very building. Now, I'm taking my grandchildren to the de Young and telling them the same story. I look forward to showing them Don Antonio's name on the wall."

Young people have been among the earliest and most enthusiastic supporters of the new de Young. One of the first three donors to the campaign was Jessie Arreguin of Daly City. In 1996, at age 11, he made a gift of $5.00 from his savings. Now 15, he's excited about the design for the new de Young and looks forward to seeing construction get underway. "Ever since I was in third grade, I've loved the de Young. To me, it's full of wonder and beauty, particularly the Meso-American collection. Those pieces are part of my cultural heritage and I look forward to seeing them in a beautiful new home." Says Cindy Arreguin, Jessie's mom. "I'd take Jessie and his twin sister to Golden Gate Park to play when they were little, and Jessie couldn't wait to get inside the museum."

Working Artists

Bay Area artists have responded generously and creatively to "My de Young." Ruth Asawa is creating an original ceramic piggybank in the shape of the new de Young's tower. The piggybank will eventually go on tour to San Francisco schools so that students can learn about the new museum and put their coins (literally) into the new museum.

Long-time Arts Supporters

Bay Area philanthropists who care deeply about the arts reacted with open minds and open checkbooks. To date, the campaign has received 31 gifts of a million dollars or more. Leading the way was Phyllis Wattis, the woman many consider as San Francisco's Angel of the Arts. Mrs. Wattis gave two $10 million gifts to the de Young, one for the building and one to augment the de Young's permanent collection through the purchase of major, historically critical works of art. With the proceeds of the Phyllis Wattis

Purchase Fund, the de Young has already acquired three significant treasures – Zig V, a monumental painted steel sculpture by the great American sculptor David Smith, a de Kooning drawing, and a Mayan *stela.*

In the business community, Transamerica Corporation came in with a lead corporate gift of $1 million. Says Parker, "We hope that the Transamerica gift will pave the way for other Bay Area businesses to play a significant role in building the new de Young."

Teachers

Bay Area teachers consider the de Young to be an extension of their classroom. The de Young boasts 3,500 teacher-members and many have signed on to participate in the campaign. The My de Young campaign announcement featured San Francisco kindergarten teacher Jenny Louie-Hall, who brings not only her students but her family on regular visits to the museum. "Art is at the heart of learning," she says. "In my own family, we've always considered the de Young the best bargain entertainment in town."

Museum Employees

"I've been touched by the number of museum employees who have made personal pledges and gifts," says Harry Parker, "including several who are using payroll deductions to make their contributions." Notable among the employee gifts was an unexpected bequest from a long-retired museum guard.

Arthur Foulds, a Scottish immigrant who had worked as a guard for more than 20 years, left an estate totaling nearly half a million dollars to the de Young. Foulds, who died at age 96 last year, loved "beautiful things," according to his friend, conservator, and executor, Arthur J. Sullivan. "He loved San Francisco, and he loved the museum.

He always reminisced about his experiences listening to people talk during their visits to the de Young – and he really wanted to be part of the museum. He wasn't born in the City, but he lived here for more than ninety years of his life, and he thought of himself as a San Franciscan. From his living-room window, he could look out and see many of the City sights he loved, and he wanted to do something for the City, its people, and the de Young museum." The new de Young will honor Foulds' memory and his gift.

While response to the campaign has been extraordinary, Wilsey observes that there's still a considerable sum to be raised. "We're delighted with the way the plans are coming together – and we look forward to breaking ground on a museum that is going to be beautiful and friendly to art, people, and the Park. But we still have close to $35 million to raise – and we re-extend the invitation to everyone in the Bay Area to take part."

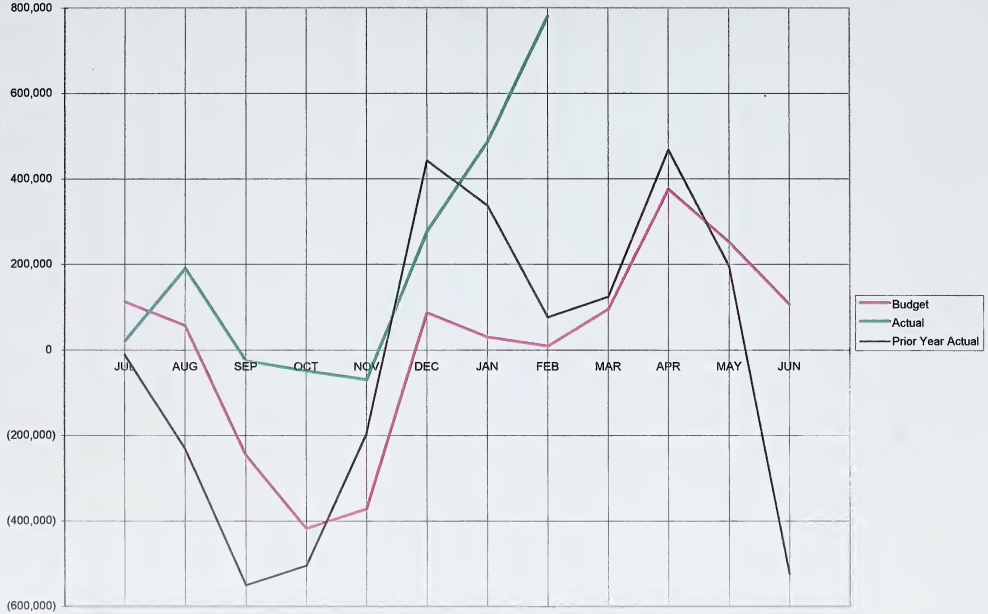
The *My de Young* campaign's opportunity to earn a place on the wall with a gift of at least $1,000 remains available.

COFAM Budget Report For The Month Ended 29 February 2000

	Page
Cumulative Surplus (Loss) Chart	
Narrative	
Resources & Expenses	1
Annual Contributions	5
Stores	6
Exhibition Program	7
Balance Sheet	9

Appendix D

COFAM CUMULATIVE SURPLUS (LOSS) CHART
Fiscal Year Ending June 30, 2000



COFAM Operating Budget-In-Brief

Month Ended 29 February 2000

An O'Keeffe Budget Year

In all likelihood, the extraordinarily popular *O'Keeffe* show will take the COFAM operating budget off the charts. Visitors are running 400/ hour average with 68% paid, compared to the budget targets of 300/ hour and 60% paid (after *Picasso* at 331/ hour and 60.5% paid). At this rate, total attendance will hit 192k visitors, one-third more than expected.

The result is that the rolling forecast for the year included in the attached report has a bottom line projection of $831k, which is $726k more than the original budget, providing that *O'Keeffe* attendance does not slump in the last half of the show's run and all other budget assumptions hold true.

The Auxiliary's Bouquets To Art event complemented *O'Keeffe*, and a record-setting 31,799 visitors came to the Legion the week ended 3/19/00. Last year, the draw was 18,910.

Overview At 2/29/00

Cumulative eight month results were $771k, compared to the $9k projected, owing to O'Keeffe-driven revenues and operating expenses still occurring slower than expected.

The COFAM Reserve was $2,532k at 2/29/00 versus $2,252k the month before. This gain is due to COFAM's strong operating results plus the receipt in January of FAM Foundation third quarter endowment support. Board policy is to keep a $2 million reserve. Only since January 2000 has the reserve climbed over this mark in the current fiscal year. In fact, the reserve has been well below $2 million for the past two years because of declining

de Young attendance without major exhibitions.

Support & Revenue

The overall support level was very close to budget, with Annual Contributions doing better than planned.

Nine days of the *O'Keeffe* run were in February boosted revenue from store sales, general admissions and exhibit income from ticket surcharges and audio tour rentals. Total revenue was up $86k for the month of February and up $104k for the year. Membership dues exceeded budget. However, facilities rentals were down $181k. Business has slumped due to competition, and Legion Court of Honor paver repairs cut into profitable courtyard tent rentals.

Expenses

Cumulative personnel costs were $164k (4%) less than budget with underages across-the-board. But a board-approved increase in management and professional salaries during the second half of the fiscal year, coupled with higher workers' compensation insurance premiums and other adjustments, will offset current personnel cost savings and take these expenses somewhat higher than original budget.

Other expenses were $479k (9%) less than budget. Nonetheless, exhibit, administrative and operations costs will catch up later in the fiscal year, bringing these expenses close to budget.

# # #

COFAM FY 1999-00 Operating Budget At February 29, 2000 (8 Months – 66.7% Of The Budget Year)

$ In thousands

	(1) February			(2) 8-Months			(3)				(4)
	Original Budget	Actual	Variance to M-T-D Budget	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget	Rolling Forecast 4/1/00	Variance to Original Budget	% Actual To Budget	Actual Prior Year At 8 Months
SUPPORT & REVENUE											
Support											
1) Annual Contributions	102	271	169	1,489	1,605	116	2,665	2,665	-	60%	1,695
2) Bequests and Major Unrestricted Gifts	0	0	0	0	0	0	0	0	-	0%	2
3) Foundation Endowment Support	137	137	0	1,092	1,092	0	1,638	1,638	-	67%	850
4) Specified Funds											
–Curatorial/Conservation	21	75	53	236	245	9	341	439	98	72%	340
–Publications	0	0	0	80	90	10	85	111	26	106%	20
–Exhibitions	0	17	17	135	202	67	320	430	110	63%	329
–Education Programs	17	43	26	227	185	(42)	372	414	42	50%	152
–General	12	8	(3)	51	51	0	97	132	35	53%	61
Subtotal Specified Funds	50	143	93	729	773	44	1,216	1,526	310	64%	902
5) COFAM Investment Income	8	18	10	76	106	29	140	160	20	75%	78
Subtotal Support	298	569	273	3,386	3,575	189	5,659	5,989	330	63%	3,527

See page 5

COFAM FY 1999-00 Operating Budget At February 29, 2000 (8 Months -- 66.7% Of The Budget Year)

$ In thousands

	(1) February			(2) 8-Months			(3)				(4)	
	Original Budget	Actual	Variance to M-T-D Budget	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget	Rolling Forecast 4/1/00	Variance to Original Budget	% Actual To Budget	Actual Prior Year At 8 Months	
Revenue												
6) Museum Store Sales	193	211	18	1,147	1,345	198	2,203	2,714	511	61%	1,995	See page 6.
Less Discounts	(10)	(9)	1	(58)	(68)	(6)	(110)	(134)	(24)	60%	(103)	
Less Cost of Goods	(97)	(95)	2	(562)	(716)	(134)	(1,113)	(1,380)	(267)	64%	(1,037)	
Less Commissions and Royalties	(1)	0	1	(5)	(1)	4	(9)	(9)	-	13%	(40)	
Gross Profit	86	107	22	501	561	60	970	1,191	221	58%	815	
7) Facilities Rental Gross	72	4	(69)	533	352	(181)	720	540	(180)	49%	431	
8) Benefits Gross Income / Art Point	14	0	(14)	173	126	(46)	199	167	(32)	64%	43	
9) General Admissions COFAM Net	151	187	36	1,013	1,142	129	1,722	2,203	481	66%	1,153	
10) Food & Beverage Concession Fees	13	10	(4)	98	95	(3)	157	157	-	60%	118	
11) Exhibition Program Earned Income	30	76	46	40	117	77	236	445	209	50%	973	See pages 7 and 8.
14)Membership Dues	250	283	33	1,964	1,996	32	2,789	2,789	(0)	72%	1,975	
15) Conservation Services	48	63	15	190	237	48	400	425	25	59%	152	
16) Miscellaneous												
--Development Trip Fees	0	26	26	63	58	(5)	213	213	0	27%	58	
--Publication Sales Net	6	4	(2)	46	36	(9)	66	66	-	53%	125	
--Other Fees	22	18	(4)	163	164	2	260	260	-	63%	271	
Subtotal Revenue	691	777	86	4,762	4,886	104	7,734	8,459	724	63%	6,113	
Total Support & Revenue	967	1,346	359	8,166	8,461	293	13,393	14,448	1,055	63%	9,640	

Museum Attendance

February 2000: 67,580 visitors, 49.6% paid, budgeted - 60,000 visitors, 42.1% paid
Year to Date: 417,489 visitors, 44.4% paid, budgeted - 429,545, 42.1% paid.

Membership

Year to date: 33,144 dues paid members averaging $60.22 per member
compared to budgeted goals of 31,690 dues paid members averaging $61.99 per member
Current active paying members = 52,138

COFAM FY 1999-00 Operating Budget At February 29, 2000 (8 Months -- 66.7% Of The Budget Year)

$ in thousands	(1) February			(2) 8-Months			(3)				(4)
	Original Budget	Actual	Variance to M-T-D Budget	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget	Rolling Forecast 4/1/00	Variance to Original Budget	% Actual To Budget	Actual Prior Year At 8 Months
EXPENSES											
Personnel Expenses											
17) Curatorial											
Curatorial/Conservation/Education	163	164	1	1,506	1,501	(6)	2,378	2,392	14	63%	1,466
Project Funded Employees	48	39	(9)	382	330	(52)	595	622	27	55%	355
Exhibit Group	65	59	(5)	520	485	(35)	640	636	(4)	68%	544
Exhibit Program Temporary Labor	33	27	(6)	192	148	(44)	297	297	(0)	50%	201
16) Development											
Development - General	42	38	(4)	343	334	(9)	545	533	(12)	61%	339
Membership	29	30	1	236	223	(13)	376	376	(0)	59%	304
19) Administration											
Administration General	95	95	0	761	749	(13)	1,232	1,258	26	61%	793
Marketing and Communications	16	26	10	128	140	12	204	242	38	69%	179
Operations Group	24	22	(1)	192	184	(8)	306	307	2	60%	205
Stores	34	27	(7)	251	242	(9)	411	415	4	59%	340
Facilities Rental	6	8	2	46	58	12	73	75	2	79%	183
Subtotal Personnal	573	555	(16)	4,559	4,395	(164)	7,257	7,353	96	61%	4,911

COFAM FY 1999-00 Operating Budget At February 29, 2000 (8 Months -- 66.7% Of The Budget Year)

$ in thousands	(1)			(2)			(3)				(4)
	February			8-Months							
	Original Budget	Actual	Variance to M-T-D Budget	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget	Rolling Forecast 4/1/00	Variance to Original Budget	% Actual To Budget	Actual Prior Year At 8 Months
Other Expenses											
20) Curatorial											
Curatorial/Conservation/Education	59	56	(3)	440	379	(61)	709	762	53	53%	309
Publications	0	(70)	(70)	80	90	10	85	111	26	106%	2
Exhibit Group	11	6	(5)	80	49	(31)	132	132	0	37%	63
Exhibit Program	80	31	(49)	660	490	(170)	1,224	1,221	(3)	40%	1,708
21) Development											
Development - General	27	89	62	214	303	88	584	599	15	52%	483
Art Point	12	1	(11)	82	38	(44)	111	111	0	34%	74
Benefits	21	0	(21)	84	62	(22)	99	99	0	63%	8
Membership	46	77	31	306	358	52	462	462	0	78%	425
Magazine / Guide	4	11	7	178	164	(12)	337	337	0	49%	106
22) Administration											
Administration General	89	79	(10)	712	640	(72)	1,114	1,197	83	57%	689
Marketing and Communications	38	45	7	268	259	(8)	472	522	50	55%	207
Operations Group	52	51	(1)	404	379	(26)	620	629	9	61%	378
Stores	10	(25)	(34)	52	45	(8)	94	94	0	47%	112
Facilities Rental	10	9	(1)	136	91	(45)	199	199	0	46%	37
Subtotal Other Expenses	458	361	(97)	3,695	3,347	(347)	6,240	6,473	233	54%	4,602
City Partial Reimbursement for Education Program / Administration and Building Operation Expenses	(49)	0	49	(371)	(338)	33	(596)	(596)	0	57%	0
Total Expenses	981	916	(65)	7,883	7,404	(479)	12,901	13,230	329	57%	9,513
SUPPORT & REVENUE OVER EXPENSES	8	430	424	286	1,057	771	491	1,217	726	215%	127
EARLY RETIREMENT CHARGES	0	0	0	(61)	(61)	0	(61)	(61)	0	100%	0
LESS PLANT FUND DEPRECIATION	(27)	(27)	0	(216)	(218)	0	(325)	(325)	0	68%	(200)
THE BOTTOM LINE	(21)	403	424	9	780	771	105	831	726	740%	(200)

Appendix A - Annual Contributions Report -- Month Ending February 29, 2000 (66.7% Of The Budget Year)
$ in thousands

(1)	(2)			(3)				(4)	
Contribution Categories	February 2000 Actuals	Budget	February 1999 Actuals	Year To Date Budget	Actuals	Variance to Y-T-D Budget	Prior Year Actuals	Current Year Annual Goals	Current Year % of Annual Goals Achieved
1) Associates ($5,000 and up)	185	25	46	870	1,034	164	898	1,550	66.7%
2) Patrons ($2,500 - $5,000)	15	5	10	85	119	34	97	130	91.5%
3) Friends ($1,000 - $2,500)	55	40	56	285	274	(11)	322	475	57.7%
4) National Council/Other	2	2	3	37	20	(17)	43	60	33.5%
5) Mail Drive	0	10	(12)	12	4	(8)	120	105	4.0%
6) Phone Campaign	0	0	38	0	7	7	69	95	7.4%
7) Business	8	5	9	115	59	(56)	69	150	39.6%
8) Foundations	5	15	7	85	87	2	77	100	86.6%
	272	102	157	1,489	1,604	115	1,695	2,665	60.2%

Appendix "B" -- Stores Report: 7 Months Ended February 29, 2000
$ in thousands

In House Merchandising..... Outside Merchandising.....

	(1) deYoung Store		(2) Legion Store		(3) Wholesale & Royalties	
	Budget	Actual	Budget	Actual	Budget	Actual
Sales	341	373	534	558	62	79
Discounts	(20)	(20)	(27)	(27)		
Cost of Goods	(174)	(217)	(262)	(286)	(39)	(44)
Commissions & Royalties	0	0	0	0	(5)	(0)
Gross Profit	147	136	246	245	18	35
Personnel Expenses	146	107	88	97	0	11
Other Expenses	24	28	9	10	3	0
Total Expenses	170	135	97	107	3	11
Gross Profit Over Expenses	(23)	2	149	138	15	24
Variance to Year To Date		25		(11)		9

Exhibition Merchandising.....

	(4) St Francis of Assisi Store		(5) O'Keeffe Store		(6) Grand Totals	
	Budget	Actual	Budget	Actual	Budget	Actual
Sales	148	208	61	127	1,147	1,345
Discounts	(7)	(14)	(3)	(5)	(58)	(66)
Cost of Goods	(77)	(115)	(31)	(55)	(582)	(717)
Commissions	0	(0)	0	0	(5)	(0)
Gross Profit	63	78	28	67	501	561
Personnel Expenses	10	27	8	0	252	242
Other Expenses	12	6	5	1	52	45
Total Expenses	22	33	13	2	304	287
Gross Profit Over Expenses	41	45	15	66	197	275
Variance to Year To Date		4		51		77

Schedule "F" -- Exhibition Program - FY 1999-2000

		Venue	(1) Runs		(2) Cost		(3) Gifts and Grants		(4) Income		(5) Nets	
					Original	Revised	Original	Revised	Original	Revised	Original	Revised
	In-House Exhibitions											
	de Young											
1	Theater and Dance Collection (for Nancy Baer) (118)	D	01-May-99	05-Sep-99	1,901	200					(1,901)	(200)
2	Saxe Collection (163)	D	26-Jun-99	17-Oct-99	22,713	28,000					(22,713)	(28,000)
3	Wedding Dresses from Permanent Collection (136)	D	04-Mar-00	31-Dec-00	6,181	5,000					(6,181)	(5,000)
4	Art for Elders (182)	D	28-Sep-99	03-Oct-99	-	1,739		1,739	Ministry of Nursing Homes		0	0
5	Harzog and de Mauron Model (128)	D	14-Oct-99	31-Dec-00	25,560	25,560	25,000	25,000	New de Young		(560)	(560)
6	The Wiedersperg Collection (169)	D	18-Dec-99	30-Jun-00	68,762	64,762					(68,762)	(64,762)
7	Artists Investigate tha de Young (Helfand) (187)	D	20-Nov-99	12-Mar-00	100,503	100,503	1,000	24,100	Frankel Gallery, Gallery Paul Anglim, Branstan Art Council, LEF		(99,503)	(78,403)
8	Narratives of African Am. Art: David Driskell (113)	D	12-Nov-99	13-Feb-00	49,464	37,464					(49,464)	(37,464)
9	Achanbach TBA (137) (postponed)	D	Jan 22-00	15-Apr-00	9,472	-					(9,472)	0
10	Costumes (Heckshar)	D	14-Aug-99	20-Feb-00	-	300		250	Hecksher		0	(50)
11	Hands and Minds (cancelled)	D	11-Mar-00	15-Apr-00	-	-					0	0
12	Leonard Baskin (131)	D	27-May-00	03-Sep-00	10,182	10,182					(10,182)	(10,182)
13	Textiles: Recent Acquisitions (138)	D	01-Jul-00	31-Dec-00	5,888	5,000					(5,888)	(5,000)
14	Youth Arts Festival	D	02-May-00	14-May-00	-	-					0	0
15	Bruce Conner (178)	D	21-May-00	30-Jul-00	187,987	187,987	110,000	110,000	Root		(77,987)	(77,987)
16	Two Major Acquistions (140) added	D	14-Oct-99	16-Apr-00		5,000						
18	Lost and Found (130) added	D	12-Feb-00	ongoing		5,000						
17	Picturing San Francisco (190) added	D	04-Mar-00	14-May-00		15,000		15,000	ATT			
19	Crown Point Press Hallway (185) (added)	D	ongoing	ongoing		600						
			Subtotal da Young		488,813	492,297	136,000	176,089	-	-	(352,613)	(305,606)

Continued..

Schedule "F" -- Exhibition Program - FY 1999-2000

		Venue	(1) Runs		(2) Cost		(3) Gifts and Grants		(4) Income		(5) Nets	
					Original	Revised	Original	Revised	Original	Revised	Original	Revised
	Legion											
17	Claes Oldenberg (162)	L	05-Jun-99	19-Sep-99	-	-					0	0
18	Francis Bacon (108)	L	12-Jun-99	02-Aug-99	8,721	6,500					(8,721)	(6,500)
19	The Treasury of St. Francis of Assisi (172)	L	24-Jul-99	14-Nov-99	243,749	230,000	96,000	106,000	Burke, A. Wilsey, Osher, M. Wilsey, McWilliams, Doll	20,000 Audio tour	(147,749)	(104,000)
20	Logan Book Gallery (3 rotations) (185)	L	ongoing		9,360	7,500			Lippi, Fugazi, Geliert		(9,360)	(7,500)
21	Reinstall Legion Gallery 1 (168) (cancelled)	L	28-Aug-99	ongoing	5,804	-					(5,804)	0
22	Anderson: Richard Diebenkorn's 41 Etchings (120)	L	25-Sep-99	30-Jan-00	14,046	7,915					(14,046)	(7,915)
23	Alain Kirili:Dialogue with Rodin (126)	L	09-Oct-99	02-Jan-00	31,063	31,063	13,300	13,300	Fr. Cult. Grant, Association Francais		(17,763)	(17,763)
24	Gantner-Myer Collection of Aboriginal Art (180)	L	18-Sep-99	09-Jan-00	125,767	105,767	0	0	Net com		(125,767)	(105,767)
25	Anderson: Legendary Lithography Prints from ULAE(117	L	05-Feb-00	14-May-00	12,506	12,506					(12,506)	(12,506)
26	Georgia O'Keeffe: Poetry of Things (103)	L	19-Feb-00	14-May-00	319,155	319,155		25,000	AT&T Claritin reimb	193,160 400/hour adm., 60% paid @ $2, $80k audio	341,664	(125,995) 47,509
27	Bouquets to Art	L	14-Mar-00	18-Mar-00	-	-					0	0
28	Wayne Thiebaud (144)	L	10-Jun-00	03-Sep-00	252,531	252,531	75,000	110,000	Root, Thiebauc Gruber	32,570 175/hr adm., 60% paid @ $2, $8k audio	32,570	(144,961) (109,961)
29	Recent Acquisitions from the Achenbach (137)	L	08-Apr-00	23-Jul-00		9,252						
			Subtotal Legion		1,022,702	982,189	184,300	254,300		225,730	394,234	(612,672) (333,655)
			Subtotal In House		1,511,315	1,474,488	320,300	430,389		225,730	394,234	(965,285) (639,263)
	FAM Travelling Exhibitions											
29	City Hall (153)		01-Oct-99	30-Jun-00	10,000	18,415						(10,000) (18,415)
30	Ancient Glass from the Holy Land (reimb. to IAA)					10,111				10,000	10,000	10,000 (111)
31	Thiebaud (travels in 00/01)											0 0
32	Charles Jones (travels 00/01)										1,000	0 1,000
33	Gantner Myer San Antonio/Wash DC (175)		15-Feb-00 28-Jun-00	21-May-00 14-Aug-00		15,000					40,000	0 25,000
	Subtotal Traveling Tours				10,000	43,526	0	0		10,000	51,000	0 7,474
	Total In House and Traveling Exhibitions				1,521,315	1,518,012	320,300	430,389		235,730	445,234	(965,285) (631,789)

ASSETS	
Cash	1,198
Cash Equivalents	16,537
Accounts Receivable	4,530
Prepaid Expenses	221
Note Receivable	250
Inventory - Store	963
Inventory - Publications	441
Investment in Bonds	700
Furniture & Equipment (Net)	174
	25,014

LIABILITIES & FUND BALANCES	
Accounts Payable	339
Other Accrued Liabilities	3,966
Deferred Income - Restricted	16,128
Deferred Income - Unrestricted	3,555
Fund Balances	
Unrestricted Fund	2,191
Plant Fund	(2,174)
Revenues over Expenses (Note 2)	1,009
	25,014

COFAM Reserve At 2/29/00 2,532

Note 1 -- Reserve Formula

Cash & Cash Equivalents	17,735
Bonds	700
Accounts Receivable	4,530
Less Accounts Payable	(339)
Less Other Accrued Liabilities	(3,966)
Less Deferred Income - Restricted	(16,128)
	2,532

Note 2 -- Revenues over Expenses

Operating Revenue over Expenses	1,057
Less Plant Fund	(364)
Plus Restricted Funds	316
Less Airport Fund	0
Surplus / (Deficit)	1,009

ASSETS		LIABILITIES & FUND BALANCES	
Cash	610	Accounts Payable	177
Cash Equivalents	12,227	Other Accrued Liabilities	3,934
Accounts Receivable	4,369	Deferred Income - Restricted	11,543
Prepaid Expenses	221	Deferred Income - Unrestricted	3,684
Note Receivable	250	Fund Balances	
Inventory - Store	969	Unrestricted Fund	2,191
Inventory - Publications	428	Plant Fund	(2,174)
Investment in Bonds	700	Revenues over Expenses	619
Furniture & Equipment (Net)	200	(Note 2)	
	19,974		19,974

COFAM Reserve At 1/31/00 2,252

Note 1 -- Reserve Formula

Cash & Cash Equivalents	12,837
Bonds	700
Accounts Receivable	4,369
Less Accounts Payable	(177)
Less Other Accrued Liabilities	(3,934)
Less Deferred Income - Restricted	(11,543)
	2,252

Note 2 -- Revenues over Expenses

Operating Revenue over Expenses	698
Less Plant Fund	(332)
Plus Restricted Funds	253
Less Airport Fund	0
Surplus / (Deficit)	619

RESNICOW
SCHROEDER

The De Young Museum of Art
INTEGRATED MARKETING PLAN 2000-2005
WORKING FRAMEWORK

INTRODUCTION

This plan provides an integrated marketing and communications strategy for the de Young Museum of Art between January 2000 (when the museum begins its last year of operation in its current building) and 2005 (when the new museum building opens to the public in Golden Gate Park).

OBJECTIVES

The overall goal of the communications campaign is to build awareness, support, and excitement for the new de Young Museum among the media, members, donors, public officials, and the public.

Specific objectives include:

- Educating the public about the status of the de Young and correcting misperceptions about when and if the museum is closing (i.e., the Museum is open now; the current building will close in December 2000; the Museum will reopen in a new building on the same site in 2005).
- Continuing the process of overwhelming lingering negative perceptions about the new building.
- Transferring the equity from the old de Young to the new de Young.
- Building excitement about new de Young ("buzz") – showing that the new de Young will offer a better, richer experience for members, the public, and future generations, as well as increased service to San Francisco and the Northern California region.
- Building awareness among the public that will support the capital campaign and grow diverse audiences for the new de Young.
- Generating a sense of personal connection to the de Young among San Francisco and Northern California audiences.
- Keeping members active and engaged in the life of the de Young during the time it is closed.
- Developing brand identity and image for the future.
- Building the marketing infrastructure to support museum operations and fundraising at a new level.

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STRATEGY

Throughout the communications campaign, the de Young must be careful not to fall into the trap of promoting, first and foremost, the architecture and new building. Rather, the architecture will always be presented within the context of the institution as a whole – as a reflection of the de Young, and as a facility that will enable the de Young to more fully achieve its mission. The exciting architecture is a reflection of the dynamic, engaging spirit of the de Young.

Similarly, in promoting the institution as a whole, this marketing plan emphasizes the *role and service* of the de Young for its various audiences and communities (e.g., the visitor experience, a place to learn about my heritage, etc.), rather than the internal departments of the institution (e.g., education, collections, etc.)

The integrated marketing plan relies on a wide range of tactics to achieve the objectives and strategy outlined above. These tactics are broadly organized into the following categories:

1. **Museum Programming –** Programs and events to keep members and the public engaged in the life of the de Young Museum between now and when the new building opens. Programs also serve as a source for promotions and media coverage over time, keeping the de Young in the public eye.

2. **Institutional Promotion –** Activities such as media relations, advertising, direct mail, and identity/logo development that will support the capital campaign and build awareness and excitement among the public for the new building.

3. **Architectural Milestones and Events –** Promotions tied to specific milestones in architecture and construction, such as the closing of the current building, moving the art, demolition, and groundbreaking.

THEMES AND MESSAGES

The marketing plan is designed to build upon on the positive feelings and unique reputation that the de Young Museum already enjoys in the minds of the San Francisco public. The following themes and messages will be reinforced in each of the activities described in this plan:

- Sense of community ownership – the de Young is the art museum for all San Franciscans.

- Diversity and eclecticism of collection – the de Young offers something for everyone.

- Responsiveness to diverse communities – the de Young is accessible to all communities, ages, ethnicities; it explores the cultural heritage of all Americans.

- Shared heritage and common ground – the de Young as "village green," community crossroads.

- The best of the old and the new – the new de Young will be a cutting-edge museum for the 21st century while incorporating the soul of the old de Young.

- Regional service – the de Young is a museum for all of Northern California and its visitors.
- International reputation – the de Young is a regional resource of global standing and importance.
- Commitment to the regional art community – the de Young is committed to nurturing emerging artists and the regional art community in the Northern California area.
- Commitment to education – the de Young provides high-caliber art education to San Francisco and Northern California school children and adults.

MUSEUM PROGRAMMING

One of the greatest challenges facing the de Young is keeping museum members and the public engaged in the life of the institution between now and when the new building opens, especially after the current building closes. The following activities and programs are designed to address this challenge. Some of them may be ongoing, and others only while the museum is closed and under construction.

Ongoing de Young programming will be vital to maintaining the museum's presence in the community, these activities need not be expensive or labor-intensive. Programs should be carefully assessed for their return on investment, and where possible the de Young should seek sponsorship or ear-marked funding for programs from members, donors, foundations, and corporations. This will be an excellent opportunity for the de Young to establish relationships with corporate sponsors for multi-year institutional support that will build toward and continue after the opening of the new building.

Programming possibilities include the following:

- **Neighborhood programming:** Arts-related activities, programs, and information on the new de Young in San Francisco neighborhoods. These "satellite" locations could include empty storefronts that owners would rent pro-bono to the de Young on a short-term basis and may also be available free of charge by working with the San Francisco mayor's office/neighborhood services department. These installations would not necessarily include fine art objects from the collection, but rather the teaching collection and activities to engage diverse communities in art, e.g., finding the art in your neighborhood (art, architecture, monuments, etc.).
- **Truck/trailer** to take the de Young on the road into neighborhoods and throughout the Northern California region (Napa Valley, San Jose, etc.). Locations could include shopping malls and other public spaces. This would be similar to the neighborhood programming in that the truck may not include fine art objects.
- **Newspaper supplements** (in-kind/sponsored) with de Young art activities tied to communities, holidays, and seasons such as Black History Month, Women's History Month, summer, various ethnic communities, etc. Both the *San Francisco Chronicle* as well as smaller community and regional newspapers should be approached for sponsorship of supplements.
- **Web site:** Host special programming on the de Young web site. Possibilities include a "virtual de Young," tour of the collection, and celebrity/VIP "picks" from the de Young's collection. Also,

expand the Web site to include an online de Young museum shop.

- **Construction fence:** Use the construction fence as a place for promotion and programming while the new museum is being built. Possibilities include commissioning local artists to conceive an artwork for the fence reflecting the cultural heritage of San Francisco; commissioning artists from various communities to paint murals reflecting their own heritage and connections with the de Young; organizing a student competition and rendering the winner's work on the fence. A portion of the fence should also contain information/an exhibition about the construction project and the new de Young.

- **The Legion of Honor:** As the sister institution to the de Young, the Legion presents a wonderful opportunity to present "de Young-branded" exhibitions and programs while the de Young is closed. Traveling or special exhibitions that relate to the de Young's collection and focus should be branded as "a de Young Museum exhibition at the Legion of Honor." In addition, the FAMSF should consider setting aside a small amount of gallery space at the Legion for a mini-exhibition about the de Young – it's collection, architecture, future, etc. Even a small nook in the Legion could provide a place to display a rotating selection focusing in-depth on one key work from the de Young, providing insight into the collection, acquisitions, patrons, scholarship, conservation, etc. These are excellent opportunities for maintaining visibility for the de Young among the museum-going public and FAMSF members that should not be missed.

- **Airport satellite exhibition:** Explore possibilities for a satellite exhibition from the de Young at the San Francisco airport.

- **Retail presence:** Explore possibilities for a retail shop from the de Young at various locations – airport? Pier 39? Downtown/SOMA?

- **Lending the collection:** Lend special selections or rotating packages of works based on particular themes from the de Young for exhibition at other museums in the Northern California region – Oakland? San Jose? This would build awareness among regional audiences and enhance the reputation of the de Young as the region's museum.

- **International tour:** Launch an international tour of "Treasures from the de Young." This would promote the international reputation of the de Young as a world class collection and museum.

- **Building new audiences:** Explore programming to connect with younger adults, internet professionals, artists, architects in a way that reflects the unique spirit of the de Young (the "non-MOMA" alternative for young professionals).

- **Reconnecting with young San Francisco artists:** Highlight the de Young's commitment to emerging-career artists: "The Young at the de Young"? Bring back "Art Annual" exhibitions? Sponsor open studios with working artists? Open an art/exhibition space for young artists – Hunters Point Naval Shipyard? Bay View/Hunters Point? Corporations could sponsor internships or a "career ladder" for young people and artists interested in museum careers.

INSTITUTIONAL PROMOTION

In addition to programming, the marketing campaign is tied to a range of promotional activities that will maintain and grow visibility for the de Young, reinforce its role in the community, support the capital campaign, and build excitement for new museum. These activities are:

- **Media relations:** The most cost-effective tactic for gaining visibility among both the public and specialized audiences is media relations. There are countless opportunities for stories in the press tied to the de Young and its renewed future, for example:

    - The de Young's contribution and role in community – people, education, programs
    - The collection – discoveries, research, acquisitions
    - Architectural milestones (ongoing coverage similar to Pacific Bell Park)
    - Fundraising milestones

- **Advertising:** Advertising can promote the role and unique attributes of the de Young to support the public portion of the capital campaign. We recommend expanding the "My de Young" campaign for members to an "Our de Young" message when the campaign is extended to the broader public. Ads should feature a wide array of San Franciscans (both "regular people" and VIP/celebrities) from diverse backgrounds with testimonials about why the de Young is "Our Museum." As discussed above, the focus should be on the de Young's service to the community rather than on the museum's departments. We recommend hiring or establishing a pro-bono relationship with a leading advertising agency to develop and implement this campaign. In addition, further market research will be valuable in taking the "Our de Young" campaign public.

- **Brand identity/logo:** We recommend developing unique graphic identities for both the de Young Museum and the Legion of Honor separate from the FAMSF logo. Separate identities, connected as "sister institutions," will have more resonance with the public than the FAMSF umbrella identity, which is confusing for the public because it represents a "corporate entity" but not an actual museum. The de Young should hire or establish a pro-bono relationship with a high-caliber graphic designer with experience in identity development and applications ideally in the areas of entertainment/education/culture. Research and planning for the de Young logo should begin in early 2000, so that the new identity can be rolled out at the time of groundbreaking for the new building. That way, the identity can become connected with the "new" de Young.

- **Web site:** The Web site is a vital vehicle for ongoing institutional promotion. It should include frequent updates about the progress of the capital campaign and the architecture, as well as tie-ins with the "Our de Young" campaign.

- **Tour of architectural model:** The model with explanatory signage should be placed "on tour" in prominent (and secure) locations around San Francisco and the Northern California region, such as City Hall, the public library, and other locations.

- **Postcard campaign:** Each quarter throughout the final year in the old building and during the time it is closed for construction, the de Young should send a postcard to all members and friends of the institution. The front of the card can be a work from the collection, a photo of the construction, etc. On the back should be a brief news item. Over time, the postcard campaign should touch on news from all parts of the institution – collections, people, scholarship, research, fundraising, architecture/construction, education, programming, etc.

- **Media and promotional partnerships:** The de Young should explore opportunities for establishing multi-year, institutional (i.e., not tied to a specific exhibition) sponsorships and marketing partnerships with media and corporate sponsors to promote the institution and new building. These partnerships will be extremely valuable both during the time the de Young is closed (by sponsoring and promoting interim programming) and during the period leading up to the reopening (sponsoring and promoting the new building, grand opening, etc.).

- **Retail:** Licensed merchandise can be an effective way to extend the brand of the de Young and create revenue. Most of these opportunities will come into play closer to the reopening of the museum and will be developed in coordination with a comprehensive retail/merchandising plan.

ARCHITECTURAL MILESTONES AND EVENTS

Promotions tied to milestones in the architecture and construction of the new de Young will provide opportunities to keep the project in the public eye. Critical moments include:

- **Announcement of the final year in old building (January 2000):** In January 2000, the de Young will announce that it is entering the final year of operation in its current building. This announcement must be carefully managed to generate interest in the de Young and a sense of nostalgia, but not foment the opposition to tearing down the old building. The announcement should describe "last year" special programs planned by the museum to stress the fact that the museum is NOT closing now, but will remain open for one more year.

- **Final year in old building (January-December 2000):** Special promotions, events, and activities will be planned to encourage members and the public to "visit now" before the de Young closes temporarily. Possibilities include: celebration of the oldest de Young member or volunteer; promotions highlighting de Young achievements and contributions over time; a New Year's Eve party to celebrate the last night in the old de Young; members' parties, special exhibition promotions, etc. A promotional campaign could feature people inspired by the de Young – from artists, to politicians, to celebrities (Danielle Steele, Robin Williams), to the everyday "man on the street."

  Promotions of the "last year" can also be tied to 2000 exhibitions:
  - *Wedding Dresses from the Permanent Collection* (March 4-August 26, 2000)
  - *Youth Arts Festival* (May 2000)
  - *The Bruce Conner Story* (May 21-July 30, 2000)
  - *The Kingdoms of Edward Hicks* (September 24-closing)

  [NOTE: June-September, 2000: CHINA exhibition at the Asian – expect to be very busy]

  We also recommend that the de Young keep the Herzog & de Meuron exhibition in place through 2000 and continue to update it as new information and visuals are available.

- **Closing of the de Young (December 31, 2000):** The closing of the old de Young represents an opportunity to focus attention on the museum, its past, and its future. As with the announcement of the closing, we must be cautious to inspire the right level of nostalgia mixed with excitement about the future of the de Young in its new building. Special promotions can highlight people associated

with the history of the de Young (the oldest member, volunteer, or staff person), the achievements of the institution over time, or quantified impact over time (cumulative numbers of visitors served, schoolchildren educated, exhibitions launched, etc.). A series of events can bring various audiences to the de Young for "one last visit" until the temporary closing – for children, families, artists, members, donors, community groups, the public. RSA will work with you to flesh out concepts for these events. The closing also provides another opportunity to shed light on the de Young's legacy and future in the media.

- **Packing the art (January-June, 2001):** This activity provides rich opportunities for press stories and photos focusing attention on the de Young's collection, its breadth and depth, and it's meaning for so many audiences and communities.

- **Demolition (July 2001):** The demolition provides opportunities for press coverage focusing on the future of the new de Young. The media outreach should focus on the future of the de Young in its new building, rather than on the past of the old building. An important angle will be the salvage of beloved architectural details and icons, such as the sphinxes and pool. The relocation of the turtles from the pool will also make an interesting story. Possibilities for fundraising promotions with members and the public could include a brick-buying campaign to purchase remnants and details from old building. The de Young should also consider possibilities for making the demolition itself a creative or artistic event.

- **Groundbreaking (October 2001):** The groundbreaking ceremony should be more than a traditional "shovel in dirt" ceremony – it should reflect the unique nature and role of the de Young in the community. RSA will work with you to develop a scenario for the groundbreaking that will meet these objectives. Possibilities include artists commissioned to create shovels or an online "virtual groundbreaking."

- **Construction milestones (2002-2004):** As construction progresses there are more critical moments which we can capitalize on for institutional promotion. These include:
    - Cornerstone laying – bury a community time capsule?
    - Topping off – write your name on the top beam?
    - Reinstallation of the art

TIMELINE

Following is a working timeline that will serve as a road map for implementing the various aspects of the integrated marketing campaign. It should be considered a work in progress; timeframes and activities will shift as new information is known about the construction of the new de Young and as new opportunities emerge.

First Quarter 2000

Communications:
- JANUARY - Announce closing of the de Young in one year
- Communications campaign focused on "family" – members, trustees, donors, volunteers, staff
- Plan PR and marketing campaign for broader public

Second Quarter 2000

Architectural Milestones:
- APRIL - Schematic plans presented to Board of Trustees

Communications:
- Launch PR and marketing campaign for public

Third Quarter 2000

Architectural Milestones:

Communications:

Fourth Quarter 2000

Architectural Milestones:
- EIR (environmental impact review) Hearings
- SF Board of Supervisors vote to approve building design
- DECEMBER 31 – Close de Young

First Quarter 2001

Architectural Milestones:
- JANUARY - Close de Young
- Pack up art

Second Quarter 2001

Architectural Milestones:
- Pack up art

Third Quarter 2001

Architectural Milestones:
- Demolition of de Young

Fourth Quarter 2001

Architectural Milestones:
- Groundbreaking

2002

Architectural Milestones:
- General Construction

2003

Architectural Milestones:
- General Construction
- Asian Art Museum closes and moves out
- Begin demolition of Asian

2004

Architectural Milestones:
- Site work
- Begin to reinstall de Young

Communications:
- Launch membership acquisition initiative

2005

Architectural Milestones:
- Reinstall de Young
- JUNE: Grand Opening of de Young

Order of Business

Members Meeting of The Fine Arts Museums Foundation

ANNUAL MEETING

Gallery 23
M. H. de Young Memorial Museum
Golden Gate Park
San Francisco, CA
Thursday, **April 13, 2000**
Time: 4:15 p.m. or such earlier time as the FAMSF Board of Trustees and the COFAM Board of Trustees meetings end, but in no event before **3:00 p.m.**

Calling of the Meeting to Order by the Foundation President, Charles Crocker

Calling of the Roll:

Members:
Del M. Anderson
Mrs. David P. Bancroft
Alvin H. Baum, Jr.
Alix Phillips Becker
George McNear Bowles
Mrs. Philip E. Bowles III
T. Robert Burke
Barbara B. Carleton
Barnaby Conrad III
Belva Davis
Mrs. Ray Dolby
Richard P. Essey
Richard H. Finn
Morgan Flagg
Mrs. Lynn C. Fritz
Richard N. Goldman
Mrs. Richard Goodyear
Mrs. Nancy Hamon
George Hecksher
Beverly James
J. Burgess Jamieson
Terrence Johnson
Ann L. Johnson, M.D.
Stephen L. Johnson
William R. Kimball

Diane B. Lloyd-Butler
Mrs. Peter McBean
Nion McEvoy
J. Alec Merriam
Lorna F. Meyer
Josie Mooney
Robert P. Morrow III
Michael E. O'Neill
Mrs. Richard H. Peterson
Mrs. Thomas P. Rohlen
George B. Saxe
Randolph R. Scott
Dolores G. Terrazas
Burl A. Toler, Sr.
Vivian Fei Tsen
Sidney R. Unobskey
Carlos Villa
Paul Violich
Mrs. Marshall I. Wais, Sr.
Mrs. Harry H. Wetzel
Mrs. Charles F. Willis
Mrs. Alfred S. Wilsey

Approval of Minutes - The meeting of the members on April 8, 1999 (annual meeting)- copies were mailed shortly after the meeting, and are also attached.

APPROVED____

Report by President Charles Crocker on the Financial Condition and Operation of the Foundation.

Election of Trustees:

Trustee for election -

Steven MacGregor Read (first term)

ELECTED_____

The term is for three years and will expire in April 2003.

Trustees may succeed themselves in office; provided, however that no Trustee may be elected for more than three (3) consecutive terms.

The Foundation Board consists of 10 Trustee positions, which include an ex-officio voting position for the President of the Board of Trustees of the Corporation of The Fine Arts Museums. One position will be left vacant at this time.

Other Trustee members are:

	Term Expires
Mrs. Alfred S. Wilsey	Ex-officio member
Charles Crocker	April 2001 (third term)
Richard W. Goss II	October 2001 (first term)
Leonard E. Kingsley	April 2002 (third term)
Robert A. Mills	April 2001 (third term)
George R. Roberts	April 2002 (second term)
Alfred S. Wilsey	April 2002 (third term)
Gail P. Seneca	April 2000 (first term)

Election For Trustees Emeriti Status:

Walter S. Newman - Mr. Newman joined the Board in 1977.
William A. Stimson - Mr. Stimson joined the Board in 1987.

ELECTED____

Ratification of the Selection of PriceWaterhouseCoopers as Outside Independent Auditors of the Foundation for Fiscal Year 1998-99.

RESOLVED, That the membership of The Fine Arts Museums Foundation does hereby ratify the selection of PriceWaterhouseCoopers as this Corporation's independent public accountant for Fiscal Year 1998-99.

RATIFICATION____

Other Business

Adjournment

AMEMMF.A00

A meeting of the members of The Fine Arts Museums Foundation was held in Gallery 23 at the M. H. de Young Memorial Museum on Thursday, April 8, 1999 at 5:16 p.m.

Roll Call - Members present:

Del M. Anderson
Mrs. David P. Bancroft
T. Robert Burke
Mrs. Barbara B. Carleton
Belva Davis
Mrs. Ray Dolby
N. John Douglas
Richard P. Essey
Richard H. Finn
Morgan Flagg
Ms. Frankie Jacobs Gillette
Mrs. Richard Goodyear
George Hecksher
Beverly James
J. Burgess Jamieson
Ann L. Johnson, M.D.
J. Alec Merriam
Mrs. Thomas P. Rohlen
George B. Saxe
Burl A. Toler, Sr.
Vivian Fei Tsen
Marshall I. Wais, Sr.
Mrs. Harry H. Wetzel
Mrs. Charles F. Willis

Members Absent

Alvin H. Baum, Jr.
Alix Phillips Becker
George McNear Bowles
Mrs. Philip E. Bowles III
Mrs. Lynn C. Fritz
Richard N. Goldman
Mrs. Nancy Hamon
Stephen L. Johnson
Diane B. Lloyd-Butler
Mrs. Peter McBean
Nion McEvoy
Lorna F. Meyer

Members Absent (continued)

Michael W. Michelson
Josie Mooney
Robert P. Morrow III
Steven MacGregor Read
Waldemar Rojas
Dolores G. Terrazas
Sidney R. Unobskey
Carlos Pedro Villa

Charles Crocker, Foundation President, chaired the membership meeting. In Michele Gutierrez's absence, Judy Gough served as Secretary. A quorum (of at least fifteen) was present.

Membership - The Fine Arts Museums Foundation membership is made up of the voting members of the Board of Trustees of The Fine Arts Museums of San Francisco, excluding the two ex-officio members: the Mayor and the President of the Recreation and Park Commission.

Minutes Approved - The minutes of the members' meeting of April 9, 1998 and October 15, 1998 were unanimously approved.

Financial Condition and Operations of the Foundation

The Fine Arts Museums Foundation is a California non-profit corporation, organized to invest the endowment and certain restricted funds of The Fine Arts Museums. The Foundation also serves as the Investment Committee of COFAM. The Foundation Trustees meet quarterly, primarily to review the performance of the managers of the Endowment Fund.

The market value of the Endowment Fund at the close of business on April 1, 1999 was $70,927,946.

The Foundation continues it's policy to use a total return investment strategy, emphasizing long-term growth and capital appreciation. The Foundation's distribution policy is based on a twenty-four month rolling average value, calculated on March 31st for succeeding fiscal year beginning on July 1st. The rate used for Fiscal Year 1998-99 is 4.25% with 4% for museum support, and .25% to cover Foundation operating expenses, exclusive of investment manager fees.

Election of Trustees

Mr. Crocker reported that the Foundation Trustees submitted their Trustee nominations to the membership for election. He made the following nomination report for the Fine Arts Museums Foundation Trustee positions:

Trustees for Re-Election

Leonard E. Kingsley	(third term)
George R. Roberts	(second term)
Alfred S. Wilsey	(third term)

On motion, duly seconded and carried unanimously, the nominees were reelected as Foundation Trustees.

The term for each position is three years and will expire in April 2002.

Trustees may succeed themselves in office, provided, however, that no Trustee may be elected for more than three (3) consecutive terms.

The Foundation Board consists of 10 Trustee positions, which include an ex-officio voting position for the President of the Board of Trustees of the Corporation of The Fine Arts Museums.

Other Trustee members are:

	Term Expires
Mrs. Alfred S. Wilsey	Ex-officio member
Charles Crocker	April 2001 (third term)
Richard W. Goss II	October 2001 (first term)
Robert A. Mills	April 2001 (third term)
Walter S. Newman	April 2000 (third term)
Gail P. Seneca	April 2000 (first term)
William A. Stimson	April 2000 (third term)

Ratification of the Selection of PriceWaterhouseCoopers as Outside Independent Auditors of the Foundation for Fiscal Year 1997-98.

Mr. Crocker presented the following resolution, which was unanimously adopted as **RESOLUTION NUMBER 12**:

RESOLVED, That the membership of The Fine Arts Museums Foundation does hereby ratify the selection of PriceWaterhouseCoopers as this Corporation's independent public accountant for Fiscal Year 1997-98.

Adjournment - There being no further business, the meeting was adjourned at 5:20 p.m.

Submitted by
Michele Gutierrez
Secretary to the Foundation

5/8/00

0.35

CORPORATION OF THE FINE ARTS MUSEUMS

Minutes

3/00

Board of Trustees
Annual Meeting

April 13, 2000

DOCUMENTS DEPT.

MAY - 8 2000

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Call to Order

The annual meeting of the Board of Trustees of the Corporation of The Fine Arts Museums was held on Thursday, April 13, 2000, in Gallery 23 of the M. H. de Young Memorial Museum, Golden Gate Park, San Francisco. A quorum was present that being one-third of the number of Trustees in office. The meeting was called to order at 4:01 p.m. by Mrs. Alfred S. Wilsey, President. President Wilsey presided; Mrs. Gough acted as Secretary.

Roll Call

The following Trustees were present:

Alvin H. Baum, Jr.
Alix Phillips Becker
Mrs. Philip E. Bowles III
T. Robert Burke
Mrs. Barbara B. Carleton
Belva Davis, Vice President/Civic Affairs
Mrs. Ray Dolby, Vice President/Annual Support
Richard P. Essey
Richard H. Finn, Vice President/Finance
Morgan Flagg
Mrs. Richard Goodyear
Richard W. Goss II
George Hecksher
Beverly James
J. Burgess Jamieson
Stephen L. Johnson
Terrence Johnson
Leonard E. Kingsley
Diane B. Lloyd-Butler, Vice President/Audience Development
Nion McEvoy
J. Alec Merriam, Vice President/Collections
Robert A. Mills

Calling of the Roll (continued)

The following Trustees were present (continued):

Mrs. Richard H. Peterson
Mrs. Thomas P. Rohlen
George B. Saxe
Randolph R. Scott
William A. Stimson
Burl A. Toler, Sr.
Vivian Fei Tsen
Paul Violich
Mrs. Marshall A. Wais, Sr.
Mrs. Charles F. Willis
Mrs. Alfred S. Wilsey, President
Alfred S. Wilsey

On motion, duly seconded and carried unanimously, the following Trustees were excused:

Del M. Anderson
Mrs. David P. Bancroft
George McNear Bowles
Barnaby Conrad III
Charles Crocker
Mrs. Lynn C. Fritz
Richard N. Goldman
Mrs. Nancy Hamon
Ann L. Johnson, M.D.
William R. Kimball
Mrs. Peter McBean
Lorna F. Meyer
Josie Mooney
Robert P. Morrow III
Walter S. Newman
Michael E. O'Neill
George R. Roberts
Dolores G. Terrazas
Sidney R. Unobskey
Carlos Villa
Mrs. Harry H. Wetzel

Calling of the Roll (continued)

Other Trustees in attendance were:

Robert J. Bransten
Mrs. Ransom S. Cook
Princess Ranieri di San Faustino
Keith G. Eickman
George Hopper Fitch
Ms. Frankie Jacobs Gillette
David R. Hoyer
David M. Jamison
Mrs. Leonard E. Kingsley
Mrs. Lewis K. Land
Mrs. William B. MacColl, Jr.
Mrs. James K. McWilliams
Mrs. J. Alec Merriam
Mrs. W. Robert Phillips
Mrs. John N. Rosekrans
Katharine Doyle Spann
Florence Sue Wong

The following non-voting officers were present:

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Judy Gough, Secretary

Report of the President - Mrs. Alfred S. Wilsey

A. **Consideration and Possible Action to Approve the Minutes of the March 9, 2000 Meeting of the Executive Committee of the Board of Trustees**

On motion duly seconded, there being no discussion among Trustees or members of the public, the minutes of the March 9, 2000 meeting of the Executive Committee of the Board of Trustees, having been mailed in advance to all Trustees, were unanimously approved.

B. **Report on the Conceptual Plan for a New de Young Museum**

Mr. Parker presented the attached timetable, which clarifies the schedules of the de Young and Asian Art Museums over the next five years and the corresponding, anticipated guard force coverage. The timetable shows: 1) that the Legion of Honor remains open to the public through the de Young Museum period of closure; 2) the period that a temporary education facility would be open to the public; 3) the activation of temporary art storage facilities; 4) the closure of the de Young from January 1, 2001 until the opening of the new museum on June 30, 2005; 5) the operation and move of the Asian Art Museum during the first two years of the de Young closure and the opening of the new Asian at the end of November 2002.

Several images from the virtual reality video tour of the new de Young featured in the current exhibition, A New de Young in Golden Gate Park: Concept Plan by Herzog and de Meuron, were distributed: 1) an image of the building façade at the west end showing the perforated cantilevered roof creating filtered daylight for the outdoor café; 2) an image of the Art of the Americas gallery; and 3) two images of the Family Room, featuring the Piazzoni murals and proposed donor recognition walls for major gifts of $25,000 or more. Trustees were encouraged to view a model of the Family Room on display in the hallway outside Gallery 23.

The schematic drawings of the new de Young Museum are scheduled to be presented at the June 8, 2000 meeting of the Board of Trustees. The schematic drawings will include new plans, new cross sections, and new renderings. Some significant changes have been made, reflecting the input received on the conceptual plan over the past year.

B. **Report on the Capital Campaign to Build a New de Young Museum in Golden Gate Park**

President Wilsey announced that the new de Young capital campaign has raised $106,714,644 as of today. The Board of Trustees acknowledged this fund-raising milestone with a round of applause. Totals for the Board President and capital campaign committees were then reported as follows:

Board President	$ 96,105,862
FAMily Committee	5,058,461
Museum Support Groups	1,387,551
Community Outreach	192,950
Corporation and Foundation Support	2,450,000
My de Young Campaign	1,519,820

B. Report on the Capital Campaign to Build a New de Young Museum in Golden Gate Park (continued)

President Wilsey called for reports from the chairs of the campaign committees:

Trustee Emerita Sylvia Kingsley, co-chair of the FAMily Committee with Trustee Leonard Kingsley, reported that the initial goal of $3 million has been surpassed. To date, 145 donors have made contributions and pledges totaling $5,058,461. The Committee is targeting 900 major donors who support the Museums annually with a contribution of $500 or more.

Trustee Richard H. Finn, chair of the Corporations and Foundations Committee, reported that two leadership gifts have been received from the Bank of America and the Transamerica Corporation. Trustees Robert Morrow and Michael O'Neill were recognized for their efforts in making the Bank of American gift possible. The next group of corporations and foundations to be approached is being identified.

Trustee Alvin H. Baum, Jr., chair of the Community Outreach Committee, reported that over 700 new prospects representative of the diverse San Francisco community have been identified. To date, over $300,000[1] has been raised. The outreach effort continues to identify new community support for the Museums by introducing new audiences to the de Young. The Committee includes Trustees Del Anderson and Fei Tsen, Trustees Emerita Frankie Gillette and Flo Wong, Linda Blacketer, Libby Denebeim, Dan Dodt, Mrs. Jan Katten, Dr. Richard Lanzerotti, and Tomasita Medál.

In the absence of Trustee Mrs. David P. Bancroft, Mrs. Frank M. Heffernan, Jr., Chair of the Docent Council, provided the report of the Museums' supporting organizations. Fund-raising drives and projects are underway by all Museum support groups. To date, the various support groups -- i.e., individual members of the Graphic Arts Council, the Docent Council, Textiles Arts Council, the Volunteers, the Ceramic Circle and the Fine Arts Museums Auxiliaries have contributed and pledged over $1,841,000[1]. Of this total, the San Francisco Auxiliary has pledged $1,000,000 to be raised from Bouquets to Arts proceeds, and the Textiles Arts Council has raised over $191,000 for the Textiles Arts Study Center. The new goal for the Museum Support Groups Committee is $2 million.

Trustee David M. Jamison, chair of the Membership Committee, reported on the *My de Young* mailing to approximately 55,000 members in late October. The *My de Young* campaign goal of $1 million has been exceeded with $1,519,820 received to date.

[1] Summary figures do not include donor requests for double attribution.

C. Report on the Capital Campaign to Build a New de Young Museum in Golden Gate Park (continued)

Approximately 66% of the responses have come from outside San Francisco, reinforcing the fact that the de Young is a regional institution. In addition, 75% of the *My de Young* donors have contributed $1,000 or more.

In conclusion, the Board of Trustees acknowledged the hard work of the members of the above committees in accomplishing the impressive fund-raising results to date. Members of the Development Staff were also thanked for their efforts in assisting the capital campaign committees: Barbara Boucke, Deputy Director; Anne-Marie Bonfilio, FAMily Committee; Emily Cheung, Community Outreach Committee; Gerry Chow, Corporation and Foundations Support Committee; and Marcia Davey, Museum Support Groups Committee.

D. Report on the Annual Donor Luncheon Held on April 10, 2000

President Wilsey advised that the Tenth Annual Donor Luncheon was held on Monday, April 10, 2000, at the de Young Museum in Golden Gate Park. Guest speaker and Bay Area artist Wayne Thiebaud presented a lecture, "The Painted World." The annual luncheon was underwritten by *Salvatore Ferragamo* and honored over 1,000 major donors of the Fine Arts Museums. The program, which includes the list of donors, was distributed to the Trustees.

President Wilsey announced that the new de Young Museum project will be the beneficiary of an event celebrating the opening of the *Ferragamo* store on Union Square on September 18, 2000 featuring Tony Bennett.

E. Consideration and Possible Action to Adopt a Proposed Resolution Designating the Initial and Future Distributions from the Joan Diehl McCauley 1991 Trust to the New de Young Museum Building Project

President Wilsey read the following proposed resolution:

WHEREAS, The building of a new de Young Museum in Golden Gate Park is the highest institutional priority for the Board of Trustees of the Corporation of The Fine Arts Museums; and

WHEREAS, On February 25, 2000, J. Brian McCauley, attorney representing the Joan Diehl McCauley 1991 Trust, informed the Corporation of The Fine Arts Museums that Joan Diehl McCauley had named the Corporation of The Fine Arts Museums as a beneficiary to receive a portion of the Trust estate; and

E. Consideration and Possible Action to Adopt a Proposed Resolution Designating the Initial and Future Distributions from the Joan Diehl McCauley 1991 Trust to the New de Young Museum Building Project (continued)

WHEREAS, An initial distribution of $375,000 from the Joan Diehl McCauley 1991 Trust was received on March 30, 2000; and

WHEREAS, Additional distributions from the Joan Diehl McCauley 1991 Trust will be received in the future; and

WHEREAS, The Director of Museums has recommended that the $375,000 unrestricted bequest from the Joan Diehl McCauley 1991 Trust and any additional distributions be designated for the new de Young building project; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby designate the $375,000 bequest from the Joan Diehl McCauley 1991 Trust and any additional distributions for the new de Young building project; and, be it

FURTHER RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums recognizes the extraordinary generosity of Joan Diehl McCauley with profound appreciation.

On motion made and seconded, there was no discussion among Trustees or members of the public. The Board of Trustees voted unanimously to adopt the above resolution as **Board Resolution 257.**

Mr. Parker noted that a press release announcing the success of the new de Young capital campaign in surpassing the $100 million mark referenced a bequest from Arthur Foulds, a Scottish immigrant who had worked as a de Young Museum guard for more than twenty years. Mr. Foulds left an estate of nearly half a million dollars to the de Young Museum.

Corporation of The Fine Arts Museums
Annual Meeting
Board of Trustees
April 13, 2000

Report of the Chief Executive Officer - Harry S. Parker III

A. Report on COFAM Operating Budget as of February 29, 2000

At Mr. Parker's request, Steve Dykes, Deputy Director for Administration and Finance, presented the COFAM Operating Budget Report as of February 29, 2000. In all likelihood, the extraordinarily popular *O'Keeffe* show will take the COFAM operating budget off the charts. Visitors are running 400 / hour average with 68% paid, compared to the budget targets of 300 / hour and 60% paid (after *Picasso* at 331 / hour and 60.5% paid). At this rate, total attendance will hit 192,000 visitors, one-third more than expected.

The result is that the rolling forecast for the year has a bottom line projection of $831,000, which is $726,000 more than the original budget, providing that *O'Keeffe* attendance does not slump in the last half of the show's run, and all other budget assumptions hold true.

The Auxiliary's Bouquets to Art event complemented *O'Keeffe*, and a record-setting 31,799 visitors came to the Legion the week ended March 19, 2000. Last year, the draw was 18,910.

Cumulative eight month results were $771,000, compared to the $9,000 projected, owing to *O'Keeffe*-driven revenues and operating expenses still occurring slower than expected. The COFAM reserve was $2,532,000 at February 29th versus $2,252,000 the month before. This gain is due to COFAM's strong operating results plus the receipt in January of FAM Foundation third quarter endowment support. Board policy is to keep a $2 million reserve. Only since January 2000 has the reserve climbed over this mark in the current fiscal year. In fact, the reserve has been well below $2 million for the past two years because of declining de Young attendance without major exhibitions.

The overall support level was very close to budget with Annual Contributions doing better than planned. Total revenue was up $86,000 for the month of February and up $104,000 for the year. Membership dues exceeded budget. However, facilities rentals were down $181,000. Business has slumped due to competition, and time set aside for Legion Court of Honor paver repairs cut into profitable courtyard tent rentals. Cumulative personnel costs were $146,000 (4%) less than budget and other expenses were $479,000 (9%) less than budget. Exhibit, administrative and operations costs will catch up later in the fiscal year, brining these expenses close to budget.

B. Consideration and Possible Action to Adopt a Proposed Resolution Authorizing the Transfer of Stock

Mr. Parker introduced the following resolution:

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, an deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominees, Wells Fargo Bank, Dresdner RCM Global Investors, and Merrill Lynch, to implement the transaction.

Authorized Individuals:
Harry S. Parker III, Chief Executive Officer
Stephen E. Dykes, Treasurer
Barbara Boucke, Deputy Director for Development
Robert M. Cullison, Controller

On motion made and seconded, there was no discussion among Trustees or members of the public. The Board of Trustees voted unanimously to adopt the above resolution as **Board Resolution 258.**

Report of the Nominating Committee - Nion McEvoy, Chair

A. Consideration and Possible Action to Elect Officers to a Term of One Year

Chair McEvoy reported that the Nominating Committee has recommended the following as officers of the Corporation of The Fine Arts Museums for a one year term:

Mrs. Alfred S. Wilsey, President
Belva Davis, Vice President of Civic Affairs
Mrs. Ray Dolby, Vice President of Annual Support
Richard H. Finn, Vice President of Finance
Diane B. Lloyd-Butler, Vice President of Audience Development
J. Alec Merriam, Vice President of Collections
Harry S. Parker III, Chief Executive Officer
Stephen E. Dykes, Treasurer
Judy Gough, Secretary

A. Consideration and Possible Action to Elect Officers to a Term of One Year (continued)

On motion, duly seconded, there was no discussion among Trustees or members of the public. The Board of Trustees voted unanimously to elect the officers to one year terms to expire in April 2001.

C. Consideration and Possible Action to Elect COFAM Executive Committee to a Term of One Year

The nominees for election to the COFAM Excecutive Committee were:

Charles Crocker
Robert A. Mills

On motion, duly seconded, there was no discussion among Trustees or members of the public. The Board of Trustees voted unanimously to elect the nominees to one year terms to expire in April 2001.

The six officers and seven members of the Executive Committee of the Board of Trustees of the Fine Arts Museums of San Francisco also serve on the Executive Committee of the Board of Trustees of the Corporation of The Fine Arts Museums.

C. Consideration and Possible Action to Adopt a Proposed Resolution Setting the Number of Trustee Positions

Chair McEvoy presented the following resolution:

WHEREAS, On June 14, 1990, the Corporation of The Fine Arts Museums By-Laws were amended to provide for a variable number of Trustees; and

WHEREAS, The amendment stated that the authorized number of Trustees shall not be less than thirty-eight and not more than seventy-five, the exact authorized number to be set by the Board from time to time; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby set the number of Trustees at fifty-five until such number is changed by this Board.

On motion made and seconded, there was no discussion among Trustees or members of the public. The Board of Trustees voted unanimously to adopt the above resolution as **Board Resolution 259.**

Corporation of The Fine Arts Museums
Annual Meeting
Board of Trustees
April 13, 2000

Report of the Audience Development Committee - Diane B. Lloyd-Butler, Chair and Vice President

A. Presentation and Discussion of the Marketing Plan for the Period the de Young Museum is Closed to the Public

Carolyn Macmillan, Deputy Director of Marketing and Communications, presented the Marketing Plan for the period the de Young Museum is closed to the public. The marketing plan provides an integrated marketing and communications strategy for the de Young between January 1, 2001 through June 30, 2005, when the Museum is closed to the public. The new building is slated to open July 1, 2005. The overall goal of the communications campaign is to build awareness, support and excitement for the new de Young Museum among the media, members, donors, public officials, and the public. Ms. Macmillan reviewed the specific objectives of the communications campaign, and highlighted the strategy, themes and messages, museum programming, institutional promotion, and the architectural and fund-raising milestones and events included in the plan.

Keeping the Museum members and public engaged in the life of the de Young Museum during the period of closure will involve a number of activities ranging from providing arts-related information to San Francisco neighborhoods, to special programming on the Museums' website, touring the permanent collection nationally and internationally, analyzing retail opportunities, establishing media and promotional partnerships to promote the institution, the education program and the new de Young Museum.

Report of the Audit Committee

A. Consideration and Possible Action to Adopt a Proposed Resolution Accepting the PriceWaterhouseCoopers Combined Financial Statements for the Fiscal Year Ending June 30, 1999

William G. Ritchie, Partner of PriceWaterhouseCoopers, presented the results of the draft Combined Financial Statements for the Fiscal Year Ending June 30, 1999, which were reviewed in detail by the Audit Committee at its meeting on March 8, 2000. Mr. Ritchie reported that the audit of the Museums' financial statements for the fiscal year ending June 30, 1999 was successfully completed and resulted in an unqualified opinion. There were no material weaknesses in internal controls, unusual transactions, or changes in significant account policies to report to the Board of Trustees.

President Wilsey introduced the following resolution:

WHEREAS, PriceWaterhouseCoopers submitted to the Corporation of The Fine Arts Museums (COFAM) Audit Committee a draft Combined Financial

A. **Consideration and Possible Action to Adopt a Proposed Resolution Accepting the PriceWaterhouseCoopers Combined Financial Statements for the Fiscal Year Ending June 30, 1999 (continued)**

Statements for the year ended June 30, 1999, including COFAM, the Fine Arts Museums Foundation, and the Fine Arts Museums of San Francisco as a department of the City and County of San Francisco; and

WHEREAS, On March 8, 2000, the COFAM Audit Committee reviewed the financial statements and recommended that the COFAM Board of Trustees accept them; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums, upon the recommendation of the COFAM Audit Committee, does hereby accept the PriceWaterhouseCoopers Combined Financial Statements of the Fine Arts Museums of San Francisco for the year ending June 30, 1999.

On motion made and seconded, there was no discussion among Trustees or members of the public. The Board of Trustees voted unanimously to adopt the above resolution as **Board Resolution 260.**

Report of the Budget Committee - Richard H. Finn, Chair and Vice President

Chair Finn had no further comments regarding the Operating Budget Report provided by Mr. Dykes earlier in the agenda.

Report of the Annual Support Committee - Mrs. Ray Dolby, Chair and Vice President

Chair Dolby reported that annual support is ahead of budget with 60% of the annual fund-raising goal of $2,665,000 for the 1999-2000 fiscal year having been achieved to date. It was recognized that this is an ambitious undertaking since the de Young capital campaign is occurring at the same time. A number of new members have joined the Associates. An Associates trip to Santa Fe, New Mexico, occurred in March and coincided with the *O'Keeffe* exhibition, and a trip to Basel, Switzerland is planned for May.

Report of the Fine Arts Museums Foundation - Charles Crocker, President

In the absence of President Crocker, Trustee Stimson presented the Endowment Fund Report. At the close of business on April 7, 2000, the endowment portfolio was valued at $88,267,949. It was invested 71% in equities, 28% in fixed income, and 1% in cash and cash equivalents.

Corporation of The Fine Arts Museums
Annual Meeting
Board of Trustees
April 13, 2000

Consideration and Possible Action to Approve a Change in Name for the Twentieth Century Art Council to Friends of New Art

Mr. Parker advised that the Twentieth Century Art Council has requested a name change to Friends of New Art. On motion, duly seconded, there was no discussion among Trustees or members of the public. The Board of Trustees voted unanimously to approve a change in name for the Twentieth Century Art Council to Friends of New Art.

Reports of Supporting Organizations

As is customary at the annual meeting, representatives of the supporting organizations of the Fine Arts Museums of San Francisco presented verbal or written reports. Written reports are attached as Appendix I for the record.

A. Achenbach Graphic Arts Council - Marilyn Dougery, Chair*

B. American Art Study Center Advisory Council - Nancy Boas, Chair*

C. Ancient Hellenic Arts Council - Michael Zagaris, Acting President

D ArtPoint - Mark Karwowski, Chair*

E. The Docent Council - Mrs. Frank M. Heffernan, Jr., Chair*

F. European Decorative Arts Council - Adolphus Andrews, Jr. and Mrs. Robert A. Magowan, Co-Chairs

Fine Arts Museums Auxiliaries:

G. Belvedere-Tiburon Auxiliary - Mrs. W. Timothy Ryan, Chair

H. Hillsborough Auxiliary - Miss Norma M. Fraser, Chair

I. Ross Auxiliary - Mrs. Henry Moody, Chair

J. San Francisco Auxiliary - Mrs. James E. Forster, Chair

1. Bouquets to Art - Mrs. Robert Rorick* and Mrs. Robert Mettler, Co-Chairs

*Presented a verbal report.

Reports of Supporting Organizations (continued)

K. Friends of New Art - Lindsay Joost and Michael Wilsey, Co-Chairs

L. National Council - Mrs. Harry H. Wetzel and Samuel D. Williams, Co-Chairs

M. San Francisco Ceramic Circle - Colin Knight, President*

N. Textile Arts Council – Gretchen Turner, Chair

O. Volunteer Council - Mrs. Cathy O'Dea, Chair, Steering Committee*

Adjournment - Mrs. Alfred S. Wilsey, President

There being no further business, the meeting was adjourned at 5:00 p.m.

Respectfully submitted,

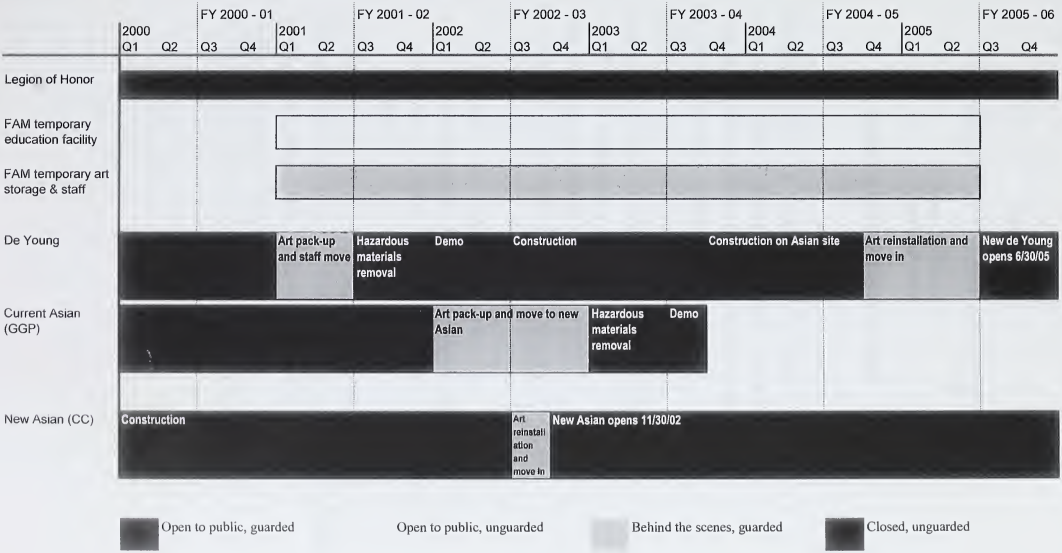
Judy Gough
Executive Secretary
Museums

*Presented a verbal report.

mbd004

Note: Immediately following this meeting, the annual members meeting of the Fine Arts Museums Foundation was held.

Joint de Young / Asian Timetable



Appendix I

CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees
April 13, 2000

Reports of Supporting Organizations

- Achenbach Graphic Arts Council - Mrs. John Dougery, Chair
- American Art Study Center Advisory Council - Nancy Boas, Chair
- Ancient Hellenic Arts Council - Michael Zagaris, Acting President
- ArtPoint - Mark Karwowski, Chair
- The Docent Council - Mrs. Frank M. Heffernan, Chair
- European Decorative Arts Council - Adolphus Andrews, Jr. and Mrs. Robert A. Magowan, Co-Chairs
- Fine Arts Museums Auxiliaries
  - Belvedere-Tiburon Auxiliary - Mrs. W. Timothy Ryan, Chair
  - Hillsborough Auxiliary – Norma Fraser, Chairman
  - Ross Auxiliary - Mrs. Henry Moody, Chair
  - San Francisco Auxiliary - Mrs. James E. Forster, Chair
    - Bouquets to Art - Mrs. Robert Rorick and Mrs. Robert Mettler, Co-Chairs
- Friends of New Art - Lindsay Joost and Michael Wilsey, Co-Chairs
- National Council - Mrs. Harry H. Wetzel and Samuel D. Williams, Co-Chairs
- San Francisco Ceramic Circle - Colin Knight, President
- Textile Arts Council - Gretchen Turner, Chair
- Volunteer Council - Mrs. Cathy O'Dea, Chair, Steering Committee

ACHENBACH GRAPHIC ARTS COUNCIL

The Fine Arts Museums of San Francisco

ANNUAL REPORT
FOR FAMSF BOARD OF TRUSTEES
April 13, 2000

The Achenbach Graphic Arts Council (AGAC) has had another active, innovative and successful year in its support of the Fine Arts Museums of San Francisco prints and drawings department. AGAC financial support of the Prints and Drawings department this year has included $23,615 for the purchase of Edouard Manet's *The Execution of Maximilian* and Camille Pissarro's *Peasant, Papa Melon.* Additionally, our industrious board has organized well over 30 programs and events for AGAC members this year.

For our June 1999 – June 2000 year, Program co-chairs Susan Land and Evans Wyro have continued our rich slate of programs, which are free to all of our members:

Exhibition walk-throughs or presentations at our museums of

- *Richard Diebenkorn's 41 Etchings,* with Achenbach Curator Karin Breuer and AGAC Intern Krista Brugnara
- *Recent Acquisitions of the Achenbach Foundation for Graphic Arts 1997-1999:* with Curator-in-Charge Robert Flynn Johnson
- *Leonard Baskin: Monumental Woodcuts 1952-1963* with Curator-In-Charge Robert Johnson
- A discussion with Robert Johnson in the Achenbach study room of recent acquisitions, photography, and artists' books

Tours and/or previews of

- San Jose Museum of Art of *Surroundings: Responses to the American landscape, Selections from the Permanent Collection of the Whitney Museum of American* Art with San Jose Museum of Art Curator Cathy Kimball
- Washington Square Editions facility tour with San Jose State University Professor Patrick Surgalski
- San Francisco International Art Exposition
- *20Twenty* at Fraenkel Gallery
- SFMOMA: *Julia Margaret Cameron's Women* with Associate Curator of Photography Douglas R. Nickel
- Crown Point Press with founder and director Kathan Brown
- Paulsen Press, with Pam Paulsen and artist Christopher Brown
- Traywick Gallery with Katrina Traywick
- Hosfelt Gallery with Todd Hosfelt
- Berkeley Art Museum: *Drama from Kabuki: The E.F. Rosenblatt FamilyCollection* with Consulting Curator Sheila Keppel and *Fragments of the World: From Collage to Readymade.*
- North Point Gallery with Alfred Harrison
- Montgomery Gallery with Peter Fairbanks
- Western Regional Paper Conservation Laboratory with conservators Debra Evans and Janice Schopfer.
- Butterfield & Butterfield Fine Print Auction Preview with Judith Eurich, Butterfield's Director of Prints
- Deneberg Fine Arts: *Comparing the Centuries: A selection of Drawings, Sixteenth to mid-Twentieth Century* with Beverly and Stuart Denenberg
- Bancroft Library, U.C. Berkeley, Pictorial Collections Tour with Curator Jack von Euw

Our Collectors Circle, open to AGAC members in our upper categories and co-chaired by Mort Rivo and Louise Russell, has continued its periodic meetings in the homes of individual collectors. In addition, it has sponsored our second annual and very successful Show-and Tell event at Fort Mason, with AGAC members displaying works from their own collections. In May AGAC Intern Krista Brugnara will speak on Italian Baroque drawings in the Achenbach collection.

Members in our upper categories enjoyed exclusive events organized by our dependable Special Events Chair Arlene Gray including

An evening with the Achenbach Curators at Robert Johnson's home

A cocktail reception and preview of *Legendary Lithography: prints from ULAE*, in conjunction with the Anderson Annual Lecture presented by current director of Universal Limited Art Editions (ULAE), Bill Goldston.

A visit to the San Francisco studio of artist Frank Lobdell with a presentation by Lobdell and Bay Area printer David Kelso.

Our Travel Committee, chaired by enthusiastic and dedicated Carole Cohen, organized our Third Annual trip to the New York Print Fair in November 1999 and is taking a group to Santa Fe, Taos, and Albuquerque with Curator Karin Breuer May 17 – 21, 2000.

As usual we sponsored a 10-week class on connoisseurship taught at the Achenbach by Robert Johnson. Board member Larry Warnock scheduled Saturday volunteers to staff the Achenbach's Hoefer Print Study Room and introduce the public to the museum's computer database. Currently we are in the process of recruiting additional volunteers for Saturdays and studying the possibility of recruiting volunteers for one or more weekdays.

In addition we added several important and successful innovations this year: a preview reception for the San Francisco Print Fair, community out-reach programs, an AGAC website (linked to Thinker.org), www.achenbach.org, designed and maintained by Board member Larry Warnock and an AGAC gala dinner party.

The San Francisco Print Fair 2000 Reception and Preview, organized by diligent Martha Rosenberg and her committee, was an extremely successful new fundraiser which we plan to continue in coming years. In addition to the cocktails and camaraderie, the event highlighted special "Curator's Choice"selections. Robert Johnson selected several prints from each dealer which he felt were of particular note. The Print Fair dealers donated a percentage of the sale of each of these works to the Achenbach Acquisitions Fund. Between ticket sales, donations, and "Curator's Choice" income, the event raised over eight thousand dollars. The event was sold out, attendees greatly enjoyed the evening, and the dealers were extremely enthusiastic and appreciative of our efforts as well. In fact, despite the booming economy, they give credit to AGAC for their record-breaking sales.

As community outreach to attract new members and educate the community,

we organized four programs for non-members as an introduction to print appreciation and collecting. Robert Johnson presented three evening programs on the peninsula and in San Francisco and Karin Breuer presented one in the museum on a Saturday morning. Actual works of art were used to show different categories of works on paper, to explain the difference between a fine art print and a reproduction, and to give an introduction to connoisseurship. These programs resulted in a number of new memberships to AGAC.

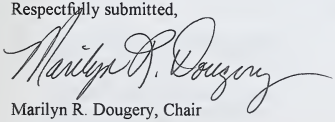
The AGAC Dinner (which may become an annual affair) this year was designed to honor Curator-in-Charge Robert Johnson for his twenty five years at the Achenbach. The event sold out quickly, with many people making additional donations in Johnson's honor. Proceeds of the dinner will be contributed to the New de Young building fund.

Membership Chair Bill Clark and his committee have been diligent and creative. Despite a substantial dues increase last year, we have managed to maintain a strong membership base, and this year to date we have attracted 54 new members. We credit our membership success to our varied programs, our acclaimed Newsletter edited by Board member Charles Schlossman, our emphasis on hospitality at our events, the strong draw of Robert Johnson's connoisseurship class, and the innovative new programs we have initiated this year. Clark has established a dialogue and exchange of ideas with the Chairs of other print clubs across the country. In October we hope to host a reception for a group from the Print Club of Cleveland.

In addition to leading the search for our new administrative assistant, our 1st Vice Chair and Treasurer, Farrell Schell, has shepherded our funds while giving good counsel.

I leave the AGAC chairmanship as well as the AGAC Board this June knowing that AGAC is financially sound, its membership base is solid, and its future is bright. We are considering funding another Achenbach intern. Our nominating committee, chaired by Nancy Constine, has slated talented new members for the Board. Most importantly, the AGAC Board itself has grown into a strong, congenial, hard-working team, not dependent on any one individual. It is clear that AGAC will continue to support the FAMSF prints and drawings department, the museum and the print community in exemplary fashion.

Respectfully submitted,



Marilyn R. Dougery, Chair

AMERICAN ART STUDY CENTER ADVISORY COUNCIL

AMERICAN ART
STUDY CENTER

ADVISORS
Marjorie Dakin Arkelian
Carrie Austin
Bill Berkson
Prof. Rüdiger C. Bier
Nancy Boas
Mrs. Phillip E. Bowles
Elsa Cameron
Whitney Chadwick
Prof. T. J. Clark
Prof. Wanda Corn
Dr. Katherine B. Crum
Prof. John Dillenberger
James T. Dresstaxis
Sarah Dunlop
Hilarie Faberman
Paula Feldman
Blair Fuller
Gary Garrels
Peter E. Gordon
Carl Gumm
Alfred C. Harrison, Jr.
Katherine C. Holland
Mark Johnson
Robert Flynn Johnson
Harvey L. Jones
Dr. Paul J. Karlstrom
Gary F. Kurutz
Susan Landauer
John R. Lane
Lunetta LeFalle-Collins
Constance Lewallen
Phillip E. Lilienthal
Suzanne W. Lilienthal
Prof. Margaretta M. Lovell
Wayne Mathies
Signe Mayfield
Michael McCone
Paul C. Mills
Edgar Morse
Dr. Steven A. Nash
Alex Nemerov
Dr. Carol M. Osborne
Jenny Pavlicic
George Rivera
Prof. E. Bruce Robertson
Tara Roche
Mrs. Benjamin H. Rose III
Dr. Leslie Rose
Mimi Roth
Norma B. Schlesinger
Ellen Hahnemann Schwartz
Prof. Peter Selz
Nancy Servis
Gary Smith
Dr. Kevin Starr
Diana Strazzulla
James Stewart
Karen Tajimotto
Prof. Anna M. Wagner
Ian McClellan White

April 3, 2000

Report of the American Art Study Center Advisory Council

The American Art Study Center Advisory Council met in October 1999. Fine Arts Museums Director Harry S. Parker III presented Herzog and de Meuron's design for the new de Young Museum in Golden Gate Park. The assembled members of the Committee responded enthusiastically to the plans.

Harry Parker described a proposal to install the mural cycle by Gottardo Piazzoni, recently removed by the Asian Art Museum from its original site in the Old Main Library, in a specially designed room in the new de Young building. Although the Committee had strongly opposed the removal of the site-specific murals from their original architectural context, the Committee voted unanimously to support the proposal to install the panels in the new de Young, with the proviso that, if feasible, the murals could be returned to their original setting at a future date. Committee members also expressed their unanimous support for having the murals conserved in one location so that there would be consistency in their treatment.

During the process of planning and building the new de Young, the American Art Department is soliciting the valuable advice and help of Advisory Council members to make the American Art Study Center into an ever more useful regional resource. We encourage Advisory Council members to join us in gaining support throughout the art community for the new museum.

Respectfully submitted,

Nancy Boas

Nancy Boas, Chair

ANCIENT HELLENIC ARTS COUNCIL
1999-2000

Founded:	October 1997 (with the assistance of The Elios Society)
Objective:	To support the Ancient Art Department at the Fine Arts Museums of San Francisco
Current membership:	114 (as of April 2000)
Balance:	$14,142.44 (as of 29 February 2000)
Officers:	Michael Zagaris (Acting President)
	Renée Dreyfus (Curator of Ancient Art)
	Louise Chu (Scribe and Treasurer)

RECENT ACQUISITIONS
(through gifts to the AHAC)

I. *Cycladic Figure*
Greek, Early Cycladic II, Spedos variety, ca. 2500 B.C.
Marble
Museum purchase, gift of the Ancient Hellenic Arts Council and The Elios Society Charitable Foundation

II. *Protome in the Shape of a Panther*
Roman, 2nd century A.D.
Bronze
Gift of the Carolyn Moscarella Fund through the Ancient Hellenic Arts Council

III. *Pair of Red-Figure Stemless Cups*
South Italian, Apulia, ca. 360-350 B.C.
Terracotta
Attributed to the Zaandam Painter
Hermes and his Laconian hound
Apollo and his kithara
Museum Purchase, Ancient Art Trust Fund, Patricia Ann Schindler Art Acquisition Fund, Ancient Hellenic Arts Council in Memory of Carolyn Moscarella

EVENTS

1999

Lecture

Greek Art and Its Origins

Renée Dreyfus
Curator of Ancient Art and Interpretation
Fine Arts Museum of San Francisco

Sunday, 7 February 1999, 2pm

followed by a presentation of the recently acquired Roman bronze protome in memory of Carolyn Moscarella, Docent, Fine Arts Museums of San Francisco

Lecture

All That Glitters: The History of Gold and Silver in the Ancient World

G. Max Bernheimer
Vice President, Head of Antiquities
Christie's North and South America

Sunday, 21 March 1999, 2pm

preceded by luncheon

Lecture

The Gold of the Nomads: Scythians and Ancient Greece

Dr. Alexander Leskov
Former Head of the Department of Archaeology and Ancient Art
Museum of Oriental Art, Moscow

Saturday, 12 June 1999, 2pm

2000

Seminar

An Afternoon with Robert Haber
President, Robert Haber & Company, New York

presenting his films:

1) *Genii of the Glass*
(Traditional glassblowing in Jerusalem)

2) *Potters of Hebron*
A pottery workshop in the Hebron Hills)

followed by a Seminar on collecting art

Saturday, 25 September, 2pm

Lecture
(Co-sponsor with the Archaeological Institute of America--San Francisco Society)

The Hoxne Hoard: A Late Roman Treasure from Britain

Catherine Johns
Assistant Keeper, Prehistoric and Romano-British Antiquities
British Museum

Thursday, 28 October 1999, at 7.30pm

preceded by dinner

Seminar
Singing Tales: Translation as Song:
Rodney Merrill and His New Translation of *The Odyssey*

Dr. Rodney Merrill
Translator

Saturday, 12 February 2000, 2pm

Lecture

The Fine Art of Living (and Dying) Well in the Ancient Mediterranean World

Kenneth Lapatin
Professor, Department of Art History
Boston University

Sunday, 12 March 2000, 2pm

followed by dinner

Lecture

Medes in Anatolia? A Mountain-Top City and Palatial Art: Kerkenes Dag in the Late Iron Age

David Stronach
Professor, Near Eastern Archaeology
University of California, Berkeley

Saturday, 15 April 2000, 2pm

preceded by luncheon

ArtPoint

THE YOUNG PROFESSIONALS OF THE
FINE ARTS MUSEUMS OF SAN FRANCISCO
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

HOTLINE: 415 750 7607
www.artpoint.org

March 23, 2000

2000 Board of Trustees Annual Meeting Report

Board of Trustees
Fine Arts Museums of San Francisco
233 Post Street
San Francisco, CA 94108-5003

Dear Board of Trustees,

I am pleased to report that ArtPoint had an exciting year. A summary of highlights include:

- Growing our membership in the last year to almost 900 members. We are the largest young professional arts group in Northern California and one of the largest in the country.
- Producing many successful events including:

  Birthday Bacchanalia, The 75th Birthday Party for the Legion was our largest event. We "sold out" the Legion with 700 guests attending. Guests celebrated the "birthday" dressed in Togas and Black Ties, danced to the fabulous Fundamentals, and savored delectable desserts prepared by some of the finest pastry chefs in San Francisco. Surprise visitors included Mayor Willie L. Brown, Jr. and radio personality Ronn Owens. The event raised approximately $15,000.

  Oh! The Joy of Saxe, Curator Tim Burgard and docents led guests on a tour of this exciting collection. Guests of honor, George and Dorothy Saxe were on hand to answer questions from the group.

  The Treasury of St. Francis of Assisi, Curator Lynn Orr enlightened attendees with her insight into the art while St. Francis Winery enlightened wine enthusiasts with their fine wines.

  ArtPoint collaborated with other groups to produce the following events: *Artistic Origins* an art filled evening at the San Francisco Art Institute (SFAI), with the SFAI Council; *Love is the Devil: A Night with Francis Bacon* combining art and film with Q San Francisco.

  ArtPoint members supported events by the Textiles Arts Council and the San Francisco Auxiliary.

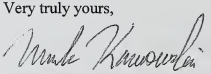
- Breaking new ground by selling tickets to our events online using Ticketweb.
- Contributing $25,000 towards the funding of *Francis Bacon: A Retrospective Exhibition*

Our mission is to encourage young professionals to become active members and supporters of the Fine Arts Museums. Over the next year, we are planning an aggressive Event Calendar to continue to attract young professionals to ArtPoint.

We have recently re-designed our quarterly newsletter and plan to overhaul our website to continue to enhance our image.

We wish to thank the Fine Arts Museums for the support we have received. It has been a major reason for our success.

Very truly yours,



Mark Karwowski
Chair, ArtPoint Board

FINE ARTS MUSEUMS of SAN FRANCISCO

Docent Council
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

DOCENT COUNCIL REPORT

APRIL 3, 2000

NATIONAL DOCENT SYMPOSIUM

We were honored this year to have been selected to participate in a plenary session of the National Docent Symposium in Philadelphia. Our presentation entitled "The Fine Arts Museums of San Francisco's Multifaceted Approach to Community Outreach" described our Exhibition Representative Program which has been so successful for several recent exhibitions. The participants were Mary Pat Cress, Peggy Gordon, Jack Byers and Michelle Klurstein. They reported that their presentation was well attended and very favorably received. They also reported that our docent program, both in activities and training was far ahead of most other museums represented. We have been asked to host the symposium in the future and hope to do so when the new de Young opens.

TOURS

Despite the fact that there have been no major exhibitions at the de Young, the docents have been very busy this year. In addition to the regularly scheduled tours, we have given tours for all of the special exhibitions at both museums. Through February we have given **3398 tours to an audience of 41,706.**

PRIVATE TOURS OF PERMANENT AND SPECIAL EXHIBITIONS

Special group tours for adults, seniors and college students of our permanent collections and traveling exhibitions is the responsibility of our able Administrative Assistant, Renee Baldocchi. To date these tour have generated an income of **$40,039.00** for the Fine Arts Museums. This figure includes admission, special exhibition surcharge and tour fees paid by the groups. Much of this income is attributed to the Saint Francis of Assisi and the Georgia O'Keeffe exhibitions.

COMMUNITY SPEAKERS PROGRAM

A second money producing activity is our Community Speakers Program (CSP). The list of clients continues to increase as well as the list of topics that the Docent Council offers. In addition to producing income, this program is one of the Docent Council's major venues for community outreach throughout the Bay Area. In addition to offering lectures to offsite organizations for a nominal fee, we also offer a variety of free lectures at both museums throughout the year. To date, the CSP docents have given **169 lectures to an audience of 6608.**

SCHOOLS

The principal works of the docents is to educate the public about the artworks at the museums. One of our most important activities is our participation in the children's programs offered by the FAM Education Department. School tours which were once given primarily to children from San Francisco public schools now include public, private, and parochial schools throughout the greater Bay Area. These tours are given to students ranging from grades K-12. To date we have given **491 tours to an audience of 6402.**

College Night is a more recent program that the docents have been supporting by giving tours to the college students who attend these events. This program, coordinated by the Education Department staff which includes our Administrative Assistant, is a free evening event created especially for college students who enjoy free admission, complimentary snacks, music and tours.

NON-ENGLISH LANGUAGE TOURS

An activity we are especially proud of is our non-English language tour program. We now give regular tours of our permanent collections every Saturday on a rotating basis in Spanish, French, Italian and German. In addition we provide special request tours of our permanent collections and special exhibitions in the above languages and in Russian and Cantonese.

OTHER TOURS

We continue to give Access tours to the physically and mentally disabled of all ages which includes participating in the "Access Days" held at both museums. In addition, the docents continue to participate in member events, 1st Wednesdays evenings at the de Young, and Corporate Events. The docents are also looking forward to being in the Georgia O'Keeffe galleries for the upcoming Friday evenings at the Legion of Honor.

SUPPORT FOR THE NEW DE YOUNG

Although docents have always thought of themselves as a service organization, they have recently taken on the job of fund-raising for the Capital Campaign for the New De Young. Under the leadership of Cheryl Bancroft the **docents have already raised $350,000 for the new museum.**

NEW CHALLENGE

We will be faced with some challenges when the de Young closes. The major challenge is ensuring that FAM's **180 docents** remain busy and involved during the period of construction. We are working closely with Education Director, Vas Prabhu and feel confident that with the help of the administration and the docents ingenuity we will be able to accomplish this goal.

LH: rmb 3/30/2000

The European Decorative Arts Council completed a successful year in terms of its activities, expanding its membership, and building a heightened appreciation of the Decorative Arts and the Museums' significance in that field.

In February, the Council had a private tour of the Victoria and Albert exhibition. In March, we had dinner at the Legion and an outstanding lecture by Desmond Fitzgerald, the Knight of Glin, on Irish furniture. We went, in May, to see the handsome collection of English furniture assembled by Mr. and Mrs. Michael Michelson at their home in Atherton. In October, Antoine Cheneviere came from London to lecture on Russian decorative arts, and in December we visited John Traina's newly restored home with its magnificent collection of Faberge' cigarette cases.

In 2000, the Council will focus more on visiting private collections. The first was to the home of Mr. and Mrs. Benjamin Rose, whose collection of Shaker furniture is of national importance.

Membership is 83 , a new high. The annual fee is $250. By mid-year, we should be able to acquire an object which will fill a gap in one of the Museums' collections.

A.A.Jr.

4/11/00

BELVEDERE-TIBURON AUXILIARY
to the
FINE ARTS MUSEUMS OF SAN FRANCISCO

YEAR IN REVIEW 1999-2000

May 1999 — Donation to the BIG KIDS/LITTLE KIDS Saturday morning art program. A check for $1,000 was forwarded for art supplies and materials.

June — BOARD MEETING: Outlined the coming year which included business meetings, programs, museum tours, and greatest Bay Area art tours. Membership resignations were entertained as well as names of potential new members to be invited to join. A working budget for the coming year was developed.

July — Mailing to Auxiliary members outlining immediate meetings and programs. Dues were requested at this time so that the roster could be printed and distributed at September meeting.

September — GENERAL MEETING: Held at the Legion following an outstanding tour of the TREASURY OF ST. FRANCIS OF ASSISI exhibit led by Dr. Lynn Orr, a special friend to our Auxiliary. Highlights of our meeting included the decision to co-sponsor a speaker for BOUQUETS TO ART with the Ross Auxiliary and to repeat a January tour "BEHIND THE SCENES AT THE DEYOUNG" with them.

October — Trip to Artworks Foundry & Gallery in Emeryville and the Richmond studio of sculptor, Gail Van Dyke

October — Tour of the ART OF CRAFT, CONTEMPORARY WORKS FROM THE SAXE COLLECTION led by Timothy Burgard, whose vast knowledge and presentation were extraordinary.

November — Toured the SPIRIT COUNTRY: AUSTRALIAN ABORIGINAL ART COLLECTION from the Gantner Myer Collection.

January 2000 — BOARD MEETING: Discussed contributions and acknowledgements when donating toward the construction of the NEW DEYOUNG. Created program plans for the remainder of the year.

January — BEHIND THE SCENES TOUR, DEYOUNG, with Ross Auxiliary featuring Painting and Objects Conservation Labs.

February — BUSINESS MEETING: Program featured Cheryl Bancroft, Museum Trustee, who presented an overview and visuals for the NEW DEYOUNG. Sign-ups taken for volunteering at BOUQUETS TO ART.

February — Letter developed (attached) by a special committee to encourage our members to contribute to the campaign fund for the NEW DEYOUNG. Two days after this was received, we followed with a complete mailing of the materials from the Museum Development Committee. Though our mission is not fund-raising, we are completely supportive and encouraging of donations to this end.

March — GEORGIA O'KEEFFE: POETRY OF THINGS tour led by the Mr. Timothy Burgard.

March — BOUQUETS TO ART: We especially enjoyed the lecture given by Mr. Kenn Stephens, who we co-sponsored with the Ross Auxiliary. Our Auxiliary members volunteered.

May — BUSINESS MEETING: We will once again assess donating any residual funds from our treasury to the Museum. The program will feature artists from our membership.

It has been a pleasure to have Chaired the Belvedere-Tiburon Auxiliary for the past two years. These have been unique times due to all the changes and plans in anticipation of the NEW DEYOUNG. Our Auxiliary is extremely supportive of this forward thrust for art and, particularly, the opportunities that will be available upon completion of this exciting, new museum.

Submitted by,

Mrs. W. Timothy Ryan
Chair 1998-2000

cc: Boards of Directors, Fine Arts Museums
San Francisco Auxiliary

February 28, 2000

Dear

Let us play a contributing role in supporting the creation of a new home for art by tangibly supporting the effort to build the NEW DE YOUNG MUSEUM. This will be exciting for each of us as well as benefit the entire Bay Area and provide a unique legacy for our children and grandchildren.

Our interest was peaked when Cheryl Bancroft, Museum Trustee and Development Chair, spoke at our January meeting. It was exciting to hear about and view plans for this innovative structure that will offer traditional as well as new functions. Don't you want to help place San Francisco Bay Area on the map in the field of art? Let us do our part in elevating the cultural community to a new level.

The Board of Directors of the SF Fine Arts Museums has raised a whopping $94 million. The goal is $135 million. In order to reach the necessary goal, the public needs to raise $40 million.

WHAT CAN OUR AUXILIARY DO TO HELP RAISE DOLLARS TOWARD THIS GOAL?

There are 50 members of our auxiliary who are interested in and committed to art. We hope that each member will translate this interest into a financial pledge. HOW MUCH YOU ASK? It could be anywhere from $100 to $10,000. This could be accomplished by giving a stock donation, a contribution using VISA so you get the miles, a pledge over a 5 year period, or an outright cash contribution. The important thing is that each of us feels a desire to be a part of this significant effort. Any amount you (and your spouse if applicable) can contribute will be valuable.

Each pledge will be sent directly to the New de Young Campaign and will be confidential. The museum fund-raising staff will keep track of the total amount that our auxiliary raises and the total number of members who contributed.

REMEMBER, THIS IS A ONE-TIME GIFT AND YOU WILL NOT BE ASKED TO CONTRIBUTE AGAIN.

Our goal is to get 100% participation from the Belvedere-Tiburon Auxiliary by May 1st and to celebrate at our May 4th luncheon meeting.

IN TWO DAYS, YOU WILL RECEIVE A PACKET OF INFORMATION AND A PLEDGE ENVELOPE FROM THE NEW DE YOUNG MUSEUM CAMPAIGN.

Thank you for your support.

Anne Briggin, Marion Knowles, Annette Ryan & Kay Smith

FINE ARTS MUSEUMS OF SAN FRANCISCO
HILLSBOROUGH AUXILIARY

April 22, 2000

Mrs. Judy Gough
Executive Secretary Museums
233 Post Street
San Francisco, Ca. 94108-5003

Dear Mrs. Gough:

Report for the Hillsborough Auxiliary Fine Arts Museums of San Francisco April 1999 - April 2000.

Membership in the Auxiliary: 100 Active Members, 50 Sustaining and 2 Honorary. Changes in our membership this year were 2 new members, 2 resignations and 9 transfers to Associate Membership.

Contributions to the Children's Art Education Fund were $3,000, from April 1999 to April 2000.

Following are tours planned by the Board which were art related and well received by the members and guests.

April 1999 - Lecture by Gary Espinosa, V.P. and Dir. Butterfield & Butterfield
Subject: "Going, Going, Gone"
Luncheon: Peninsula Golf & Country Club, San Mateo

June 1999 - Tour - The Iris and B. Gerald Cantor Center for Visual Arts-Stanford
Luncheon: Fontana's, Menlo Park, Ca.

Sept. 1999 - Tour - Twentieth Century American Landscape Paintings
San Jose Museum of Art
Luncheon: Bella Mia Restaurant, San Jose, Ca.

November 1999 - Tour - The Treasury of Saint Francis of Assissi - Calif. Palace Legion of Honor
Luncheon: World Trade Club, San Francisco

January 2000 - Lecture by Cheryl Bancroft - "Education at the Fine Arts Museums - New and Exciting Plans for the Future."
Luncheon - Doubletree Hotel, Burlingame

February 2000 - Georgia O'Keefe: The Poetry of Things
Luncheon - Ca. Palace Legion of Honor Restaurant

April 20, 2000

March 2000 - Bouquets to Arts

April 2000 - Lecture - Julia Geist "In Pursuit of Style-Shoes through History"
Luncheon - Green Hills Country Club

Sincerely,

Norma N. Fraser
Chairman, Hillsborough Auxiliary

The Ross Auxiliary of the Fine arts
Museums of San Francisco

To: Board of Trustees April. 2000
Fine Arts Museums of San Franciso

From: Lynn Moody, Chairman
Ross Auxiliary
Re: Annual Report

It was a privilege as well as exciting to open this year's New Members Luncheon in September with remarks aimed to stimulate the sense of historic significance the campaign to build a New deYoung Museum in Golden Gate Park has upon us this year. Our Auxiliary understands that there will be eight years before we will again enjoy the site, and never as we have known it in our lifetime. How often is a group a vital part of creating a cultural landmark and program site for ourselves and generations to come? It has taken most of this year repeating the message ,however, to individually and collectively become engaged with the fundraising process. I want to thank Harry Parker, DeDe Wilsey, Cheryl Bancroft and Marcia Davies for being so available and hospitable in igniting the flame for participation.

Ross Auxiliary's program co-chairs, Anita Abromowitz and Deborah Gray co-ordinated an outstanding year of interesting monthly events;

- "Monet's World of Flowers: The Gardens at Giverney" presented by Carol Nelson , designated speaker of the Fine Arts Museums.
- Slide Presentation of "The Art of Craft: Contemporary Works from the Saxe Collection" by Tim Burgard. Followed by by a tour.
- A trip to the Museum of Modern Art to see Degas to Picasso: Painters, Sculptors and Camera led by a curator in our group.
- Basement Tour of Paintings and Objects at the de Young and review of the New deYoung plans by Elizabeth Cornu ,held in conjunction with Belvedere-Tiburon Auxiliary.
- Slide Presentation by Docent Kathleen Jenkings of Georgia O'Keeffe: The Poetry of Things.
- Bouquets to Art at the Legion of Honor where the Ross Auxiliary was pleased to sponsor Floral Designer, Mr. Kenn Stephens
- Downtown Gallery Tour where we took our education"on the road"
- May meeting to feature Cheryl Bancroft presenting plans/progress of new deYoung and how the Ross Auxiliary can play a role of support in our fundraiser, Marin deYoung Evening next October.

FINE ARTS MUSEUMS of SAN FRANCISCO

San Francisco Auxiliary
of the Fine Arts Museums
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

April,2000

Annual Report to the Trustees of the Fine Arts Museums of San Francisco from the San Francisco Auxiliary

This year's monthly lecture series for the meetings of the Auxiliary were a great success thanks to the erudition of the speakers and their generosity of time. We began with an update on the new de Young from Harry S. Parker III. Other speakers were Timothy Burgard, Kathe Hodgson, Lee Hunt Miller and Melissa Leventon, all of the museum staff. Auxiliary member Katie Millhiser, who has spoken on flowers throughout the country, addressed the group on "The History of Flowers Through the Ages" in February, setting the stage for Bouquets to Art in March. Peter Fairbanks of Montgomery Gallery will address the April meeting.

By our May meeting, thirteen new members will have joined the Auxiliary this year. Those who have joined in the past couple of years are quickly establishing themselves as capable leaders. Several of those assuming office in May are relatively new to the group. With 107 total active membership, there remains plenty of talent to be supportive of the newly-elected leaders.

Sustainers have maintained their interest in the Auxiliary. Several of them came to the October luncheon and a few attended the tea during Bouquets to Art to which they are traditionally invited.

This year we have had two major events. The first was "Women of Substance & Style" which was held at the M.H. de Young Memorial Museum in October. Our panel included Nan Kempner, Christine Hellman and her daughter, Dr. Patricia Gibbs, Kathleen Brown and Diane Middlebrook. The lively discussion was moderated by Trustee Belva Davis.

The October event had a double purpose: first was to introduce the model for the new de Young which went on exhibit the previous week; the second was to mark the fiftieth anniversary of the San Francisco Auxiliary. Former trustee M.L. Detert and Virginia Stout, both founders of the Auxiliary were in attendance along with Jane Rees who also joined the group fifty years ago. Thanks to the support of so many, we were able to show a net profit of several thousand dollars.

Our second and much larger event was the sixteenth annual Bouquets to Art which took place during the week beginning March 13 at the California Palace of the Legion of Honor.

It was ably chaired by Linda Mettler and Joan Rorick.

Bouquets has continued to build through the years and now requires a concerted effort by museum staff and the Auxiliary to bring the event to a wider public. The Court of Honor looked particularly attractive this year with a high and softly draped tent covering the court. Anyone who looked back upon leaving the gala also saw each column beautifully lighted; the look was magnificent.

Over one hundred floral display artists-for indeed they are not ordinary "florists"- took part and again showed a wide range of skill and imagination in creating displays to complement the art of the Legion.

Lectures, luncheons and teas were popular. Joan Rorick will present a complete report on Bouquets to Art. I would, however, like to emphasize the attendance figures. Total attendance for the week was 24,598. This figure was nearly ten thousand more than the previous year and three times the attendance at the Legion with the O'Keeffe on display two weeks earlier; it was eight times the attendance of a four day period in February. One hundred thirty new and renewed memberships were recorded during Bouquet's four days. The event and the art of the Legion were featured widely in the press including Town & Country and The New York Times plus many California papers. We were pleased to bring a significant number of visitors to the museum.

The success of Bouquets is envied by many and copied by some. We have been helpful to Columbia Independent School in Missouri putting on "Bouquets to Education" this past February and the Bristol Village Hall in England which will stage "A Bouquet for History" fund-raiser June 23. Currently we are advising the Cleveland Museum of Art volunteers on organizing "Bouquets to Art" to be held in two years.

Two years ago, members of the Auxiliary voted to raise a million dollars to underwrite a gallery in the new de Young. We are more than half way there.

In addition, the contributions to date to the new de Young by the San Francisco Auxiliary members and sustainers total over $300,000.

We are grateful to the Trustees for their support of our events.

Respectfully submitted,

Kay Forster

Kay Forster
Chair, SF Auxiliary

Bouquets to Art

San Francisco Auxiliary of the Fine Arts Museums

Benefits the California Palace of the Legion of Honor & the M.H. de Young Memorial Museum

BOUQUETS TO ART 2000 REPORT
SAN FRANCISCO AUXILIARY
OF THE FINE ARTS MUSEUM

Bouquets to Art 2000 was one of our most beautiful events ever and a tremendous success thanks to all the hard work of the Auxiliary and the wonderful museum staff that helped and supported us.

Bouquets attracted 24,598 people to the museum, many of them new viewers. These numbers show a considerable jump over last years numbers of 17,220 and 1998 numbers of 13,977. There were also 130 memberships either renewed or taken out. The good will and publicity that this event brings to the museum is in reality priceless.

Bouquets To Art is a great money maker and and this year we have raised more money than ever before, at this time our GROSS REVENUE IS $489,636.00. The books are not complete as yet but we certainly hope we will make well over $200,000.00. and I'm being very cautious.

The amount received from our supporters, the Benefactors, Patrons, and Donors, of about $167,500.00 has surpassed any of the previous years by a considerable amount.

Corporate Underwriting this year totaled about $91,250.00. This is the first time the amount has ever been this large and we hope that all these amounts will continue to grow each succeding year.

The Gala Opening Night Party had over 1400 people in attendance, and was beautiful and great fun. A fitting way to start a wonderful week. This year Nordstrom was a visible part of the gala with

models in lovely gowns in several of the galleries adding a very festive flair to the party. The lecture program consisting of eight lectures brought in $46,750 and our lunches, which sold out 3 day in a row are very popular and we served over 1300 people. The teas were also virtually sold out and again are a popular part of the entire week.

As you can see, this event has become big business, and takes an entire year of hard work to bring it to the success it has become. We would like to see the Bouquets To Art grow every year and our goal is to try to keep expenses down with out compromising any of the beauty, integrity and the very special feeling of this event.

Respectfully submitted.

Joan L. Rorick

Joan L. Rorick
Linda Mettler
Co-Chair BTA

FRIENDS OF NEW ART REPORT
April 13, 2000

Formerly known as the 20th-Century Art Council, the Friends of New Art exists as a way to encourage and support the Museums' expansion of its European and American holdings into the 21st-century. The council's main purpose is to bring together collectors, patrons, and individuals who share an interest in the diverse traditions of modern art, from early European to contemporary Bay Area, and to closely integrate the Council with programs in "new art" (that is 20th- and 21st-century art) at our Museums through informational and educational activities. Annual dues cover expenses, such as outings to artists' studios and galleries, visits to private collectors' homes, receptions, etc., and also yield a small fund for art acquisitions.

Most recently we held a reception for the French sculptor Alain Kirili, whose work was on display at the Legion of Honor until January; we went on a bus tour of new galleries in the South of Market area; and our group enjoyed a tour of the Georgia O'Keeffe exhibition led by Stanford Professor Wanda Corn. In June we are organizing an evening of discussion with Wayne Thiebaud. New acquisitions funded by Friends of New Art include a video work (the first to enter the collection) by Rebeca Bollinger entitled The Collection (descending), and a painting by Anne Appleby entitled Wild Iris.

FACT SHEET

NATIONAL COUNCIL of the Fine Arts Museums of San Francisco

* Next meeting is scheduled for June 8-10, 2000 at time of opening of exhibition.
Wayne Thiebaud: A Paintings Retrospective

* Last meeting was September 22-24, 1999, and coincided with the showing of the exhibition **"Spirit Country: Australian Aboriginal Art from the Gantner Myer Collection"**. The show was made possible by National Council member, Ballieu Myer.
* Dede and Al Wilsey hosted a beautiful Welcome Dinner.
* Guest speaker at business meeting was Pierre de Mueron of Herzog & de Meuron.
* Trustee George Marcus hosted a dinner for the Council at his wonderful Greek restaurant **Kokkari.**
* Our day in the country included a visit to City College to view the Diego Rivera mural and to Stanford University to see the new wing of the Cantor Center for the Arts.
* Trustees Nancy McBean and Gene di San Faustino hosted a delightful luncheon at the Burlingame Country Club.

* Currently 57 memberships serving 3-year terms. There are a total of 75 memberships available.

* **New Members:**

Mr. and Mrs. Andrews D. Black of Santa Fe and San Francisco
Dr. and Mrs. Robert Kuhn of Beverly Hills
Mr. and Mrs. Charles H. McGill III of New York
Mrs. Cecily Johnston of Honolulu
Sande Schlumberger of Santa Rosa
and taking over the membership of Mrs. Nathan Smooke are her 3 sons:
Barry Smooke, Michael Smooke and Richard Smooke of Los Angeles

* Members currently represent 15 states in the U.S ***
Other countries represented include:
France, Peru, England, Italy, Australia, Spain and Bermuda.

* Ongoing recruitment.
We would like to broaden our geographical base, especially to the states of Pennsylvania, Kansas, South Carolina, Georgia, Ohio, Michigan and others.

Members should have a strong interest in the arts and a tie to San Francisco. A mission statement is attached.

Members asked to contribute a minimum of $1,000 annually

* Meetings are held one or two times a year in San Francisco based on the Museums' exhibition schedule.

NATIONAL COUNCIL

Term Expires Spring 2001 (4 Vacant Position)

Mr. and Mrs. David Bardes
Mr. and Mrs. Robert M. Bass
David A. Blanton III
Mrs. Robert Charles
Mrs. Robert Danforth
Mr. and Mrs. John A. Friede
Mrs. Edgar Humann
Mr. and Mrs. Mark Leland
Dr. Iris Love
Francis A. Martin, III
Mr. and Mrs. Baillieu Myer
Raymond D. Nasher
Bruce Heath Rogers
Mr. and Mrs. John B. Rogers
Charles Rosekrans
Mr. and Mrs. Harold Schnitzer
Mr. and Mrs. Garrick C. Stephenson
Mr. and Mrs. Dwight Strong
Mrs. Charles Thornton
Samuel Williams, Chairman*
Mr. and Mrs. Michael B. Wray

Term Expires Spring 2002 (6 vacant positions)

Adolphus Andrews
Mr. and Mrs. Charles R. Ball, Jr.
Mrs. Frances G. Bowes
Mrs. Brittain Cudlip
Mrs. Mary H. Dayton
Ms. Suzanne Farver
Honorable Simon Howard
Mr. and Mrs. Richard Kaufman
Mr. and Mrs. David S. Logan
Mrs. H. McCoy-Jones
Candyce Martin
Mrs. Robert Mondavi
Mrs. John W. O'Boyle
David T. Owsley
Miss Ruth Quigley
Susan B. Rush
Mr. and Mrs. Herman Sarkowsky
El Duque de Segorbe
Mrs. Edward C. Sterling

Term Expires Spring 2003 (8 vacant positions)

Augusto Alvarez-Calderon
Mr. and Mrs. Andrews Black
Mrs. Elizabeth Blake
Mr. David L. Davies/Mr. John D. Weeden
Mrs. Lee M. Gammill
Paul R. Haas
Mrs. David Hamilton
Mrs. Jake Hamon
Mrs. Cecily Johnston
Mr. and Mrs. Robert Kuhn
Mrs. Philip E. Lilienthal
Mrs. Eugene McDermott
Mr. and Mrs. Charles H. McGill III
Mr. and Mrs. Milo M. Naeve
Sande Schlumberger

one membership:
Barry Smooke
Michael Smooke
Richard Smooke

Mrs. Harry H. Wetzel, Vice Chair**

positions authorized - 75
positions filled as of 4/3/00 - 57

A membership is defined as an individual or as a couple.

* Chair expires Spring 2001 - Two year position
** Vice Chair expires Spring 2001 - One year position

Wd:NCTERMS

THE NATIONAL COUNCIL
OF THE
FINE ARTS MUSEUMS OF SAN FRANCISCO

CALIFORNIA PALACE OF THE LEGION OF HONOR-M.H. DE YOUNG MEMORIAL MUSEUM

MISSION STATEMENT

You are a distinguished individual with a vast array of contacts, friends and insights throughout the United States and the world. On a multiplying basis, you are the eyes, the ears, the idea generator, the synergist, the catalyst for the Fine Arts Museums of San Francisco. You can help, guide and lead in any of the following areas:

1. Identify potential donors of a work of art, works of art or collections: i.e., Rockefeller, McCoy Jones, Williams, Brundage.

2. Aid in obtaining exhibitions.

3. Help obtain corporate and other funding support for exhibitions.

4. Help obtain a loan of a painting for an exhibition.

5. Identify scholars, speakers and other special individuals who might visit the Fine Arts Museums for study, lectures, presentations and conferences.

6. Help obtain Foundation support for the Fine Arts Museums.

7. Help obtain Corporate support for the Fine Arts Museums.

8. Help obtain Individuals support for the Fine Arts Museums.

9. Bring to the attention of the Fine Arts Museums innovative ideas from other organizations and institutions with which you are associated or aware.

10. Bring to the attention of other organizations activities and programs of the Fine Arts Museums that may be of interest to them.

San Francisco Ceramic Circle FY 1999 - 2000 Highlights

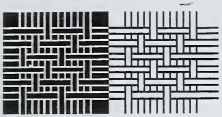
1) General
This year the SFCC operating guidelines were amended to move the SFCC general meeting to July right after the close of the fiscal year to better report the status of the circle to members. The San Francisco Ceramic Circle lecture program still runs on a calendar year and 1999 included the 2 day ceramic seminar in January, 9 lectures and a members "Pot Night".

2) Operating results
The SFCC's major operating problem continues to be that of covering the cost of providing top rate speakers for our programs. In 1998 the SFCC operated at a loss of over $1000 and, although this was less than in prior years, cumulative losses had severely eroded our operating fund and was restricting our ability to make commitments to speakers. For our fiscal year which ended June 30, 1999 results were much better. Expenditures on our program totalled $6,432 down from $7,584 in 1998 thanks largely to two members who gave outstanding talks at no charge. Revenues from dues were up slightly at $5955 which together with interest and visitor fees for the Filoli tour resulted in operating surplus of $440. In addition the 1999 seminar met our break-even objective with receipts of $8365 and expenditures and obligations of $8394. Most notable however was the response of members to our appeal for donations to the operating fund. These totalled $3290, which together with a one time foundation grant of $5000, restored our operating fund to health.

3) Membership
Membership has stayed essentially constant but this continues to present a serious challenge to our ability to fully fund our program. In the current year we expect to operate at a loss. Because of donations received, we can continue to operate in this mode for about 2 more years, while the board continues to wrestle with the problems of increasing membership, of finding additional alternative funding and sponsors for lectures, before again having to consider increasing dues or curtailing programs.

4) Programs
The San Francisco Ceramic Circle lecture programs, which are open to the public, cover the wide range of ceramic interests of our group. Speakers include curators, specialists from auction houses, scholarly dealers, collectors, authors and SFCC members. A updated listing of the SFCC program is available on the Museum web site at www.thinker.org under the "membership" section and "S.F.C.C. on-line" listing for anyone interested in details. Planning of the SFCC 2001 seminar is in progress with Selma Schwartz from Waddesdon and Ulrike Grimm of the Karlsruhe state collections signed up to speak.

5) Ceramics resource center
The S.F.C.C. also operates the ceramics resource room which includes a reference library adjacent to the ceramics gallery at the Legion of Honor staffed by S.F.C.C. volunteers and open to the public on Wednesdays and Saturdays.



TEXTILE ARTS COUNCIL

M.H. de Young Memorial Museum
75 Tea Garden Drive, Golden Gate Park
San Francisco, CA 94118 • 415/750-3627

ANNUAL REPORT TO THE FAMSF BOARD OF TRUSTEES
April 13, 2000

The Textile Arts Council, (TAC), currently with 480 members, exists to support the textile and costume collections of the FAMSF. We use membership dues to support programs that highlight the permanent collections and temporary exhibitions to our membership and the general public, presented on a monthly basis.

Programs:
A monthly lecture or hands-on workshop programs is offered to our members as well as to the public. We also try to cooperate with other organizations and institutions which are also interested in promoting textiles as art, particularly to Bay Area audiences. These other groups and organizations include the Craft and Folk Art Museum, SFMOMA, the San Francisco Bay Area Rug Society, Friends of Ethnic Art, The Costume Society, and the Textile Society of America. This last September TAC co-sponsored a program at the deYoung, organized by Friends of Fiber Art International, for the purpose of highlighting our growing textile collections to a national audience of interested collectors and lovers of textiles. The seminars, luncheon, and post-seminar field trips proved very successful.

We also recently sponsored a workshop with a Peruvian weaver, Nilda Callenaupa, considered a national treasure in her homeland. She taught those who attended the drop spindle method of spinning various kinds of animal fibers into useable thread. Our upcoming programs include an ethnic braiding workshop with a world-renowned expert, as well as numerous slide-illustrated lectures by local artists and well-known, respected scholars.

In addition to our monthly lecture programs, we offer a video program each First Wednesday evening at the deYoung. The public is invited, free of charge. TAC has amassed a video library of over 70 tapes on all manner of textile-related subjects. These have proven very popular, and we often have full audiences in the Hearst Education Room for these showings. We hope to improve the venue in which these videos are shown when the New deYoung opens.

Textile Study Center Project:
The TAC has launched itself on the project of collecting monies for the purpose of furnishing and equipping a Textile Study Center in the new Museum. We hope to make this a place where the public can access our library of books on textiles, as well as view videos, take workshops, and hear lectures on all textile related subjects- in comfort, and with the latest interactive technology. To date, we have raised over $55,000 from donors for this project, and an additional$115,000 has gone directly from generous donors to the Capital campaign to be used for textile related expenses in the new building. We plan to continue our fund-raising efforts for the five years the Museum is closed in the Park by establishing and maintaining our presence in the community and at the Legion.

TAC Endowment Fund and Acquisitions:
Our TAC Endowment Fund has reached well over $400,000, and continues to grow annually , carefully watched by the TAC Board of Directors. TAC makes annual acquisitions for the collections, using a portion of the interest from this Fund, on the recommendation of the Curators and an Acquisitions Committee. In 1999, TAC purchased outstanding pieces of wearable art for the collections, as follows:

1.) Ikat and leather kimono dress by Kansai Yamamoto, 1971
2.) "Formal Gardens" coat by Norma Minkowitz in cotton & suede, 1985
3.) "Nudes" red & white knitted coat by Janet Lipkin,(date unknown)
4.) Fishnet Stocking shoes by Beth Levine, 1950's

TAC Operating Fund money was used to partially fund an internship in textile conservation for a graduate student interested in pursuing a full-time career in the field.

TAC will continue to support the FAMSF and its textile collections in every way possible in the future, and to promote and broaden appreciation for those collections to local and national audiences.

GRETCHEN TURNER Chair, Textile Arts Council

VOLUNTEER COUNCIL REPORT
APRIL 2000

The 504 volunteers of the Fine Arts Museum of San Francisco perform a variety of functions in support of the business of the museums. They greet visitors, respond to questions at the Information Desk, sell museum memberships, click in visitors to special exhibits, assist in Acoustiguide/Inform sales, walk the galleries to provide an informational outreach to visitors, work Parcel Check, the museum gift shops and switchboard. They also assist the staff in Education, Media, Library, and Curatorial and Conservation departments. Last year, the Volunteers provided 33,573 hours to the museums.

The Volunteers come to our museums from a variety of locations. They drive, take buses and Bart from destinations as far away as Davis and San Diego. The Volunteers (as of 12/31/99) are grouped as follows:

333 - San Francisco	66 - South Bay
62 - East Bay	41 - North Bay
1 - Davis	1 - San Diego

In addition to selling Golden Gate Park maps at the de Young and receiving donations to FAM Fund #423 (In Honor of, In Memory of, Parcel Check contributions) and the annual Volunteer fundraising event (a Silent Auction last year and scheduled again for this year on Saturday, June 3) enabled the Volunteer Council Steering Committee to raise $22,805.29.

The Volunteer Council has also organized an Ad hoc Committee to embark on a series of fundraising activities to raise money over the next five years for the Capital Campaign for a New de Young.

The Volunteers recognize and honor their own at an Annual Awards Reception where Mr. Parker presents pins, certificates, and plaques to those serving 250 hours in one year, and 1,000 hours, respectively.

The dedication of the Volunteers to the Fine Arts Museums of San Francisco clearly shows their commitment and support to the museums and their programs.

Cathy O'Dea

Cathy O'Dea, Chair
Volunteer Council Steering Committee

25

100
21

OFFICIAL SPECIAL MEETING NOTICE

Corporation of The Fine Arts Museums[1]
Board of Trustees

Thursday, June 8, 2000
3:30 p.m.[2]
Gallery 23
M. H. de Young Memorial Museum
Golden Gate Park
San Francisco, California

AGENDA

ORDER OF BUSINESS

I. Calling of the Meeting to Order – Diane B. Wilsey, President

II. Calling of the Roll

Trustees
Del M. Anderson
Cheryl L. Bancroft
Alvin H. Baum, Jr.
Alix Phillips Becker
George McNear Bowles
Jamie Bowles
T. Robert Burke
Barbara B. Carleton
Barnaby Conrad III
Charles Crocker
Belva Davis, Vice President/Civic Affairs
Dagmar Dolby, Vice President/Annual Support
Richard P. Essey
Richard H. Finn, Vice President/Finance

DOCUMENTS DEPT.

JUN - 5 2000

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[1]The Corporation of The Fine Arts Museums (COFAM) is a private not-for-profit entity. However, notice of this COFAM meeting is being provided to the public because a majority of the City and County of San Francisco's Fine Arts Museums Board of Trustees (FAMSF) maybe present at this meeting. If a quorum of the FAMSF Board attends this COFAM meeting, the meeting will be conducted in compliance with the Brown Act.

[2] Or such time as the Fine Arts Museums of San Francisco Special Board of Trustees Meeting ends, but in no event before 3:30 p.m.

Calling of the Role (continued)

Morgan Flagg
Tamara Fritz
Richard N. Goldman
Constance Goodyear
Richard W. Goss II
Nancy Hamon
George Hecksher
Beverly James
J. Burgess Jamieson
Ann L. Johnson, M.D.
Stephen L. Johnson
Terrence Johnson
William R. Kimball
Leonard E. Kingsley
Diane B. Lloyd-Butler, Vice President/Audience Development
Nancy McBean
Nion McEvoy
J. Alec Merriam, Vice President/Collections
Lorna F. Meyer
Robert A. Mills
Marianne H. Peterson
Josie Mooney
Robert P. Morrow III
Michael E. O'Neill
Steven MacGregor Read
George R. Roberts
Shelagh Rohlen
George B. Saxe
Gail P. Seneca
Randolph R. Scott
Dolores G. Terrazas
Burl A. Toler, Sr.
Vivian Fei Tsen
Sidney R. Unobskey
Carlos Pedro Villa
Paul Violich
Lonna Wais
Margaret Wetzel
Nancy Willis
Diane B. Wilsey, President
Alfred S. Wilsey

Absences to be Excused

Calling of the Role (continued)

Non-Voting Officers

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Judy Gough, Executive Secretary

There will be an opportunity for public comment on each agenda item.

III. Report of the President – Diane B. Wilsey

A. Consideration and Possible Action to Approve the Minutes of the May 11, 2000 Meeting of the Executive Committee of the Board of Trustees (See Appendix A – Draft Minutes) filed under minutes — **Action**

B. Report on the Plans for a New de Young Museum in Golden Gate Park — **Discussion**

1. Presentation of the Schematic Drawings for a New de Young Museum in Golden Gate Park – Pierre de Meuron, Herzog & de Meuron Architekten AG — **Discussion**

2. Presentation of Landscape Plan by Walter Hood, Chair, Department of Landscape Architecture, University of California, Berkeley — **Discussion**

3. Report on the Committee to Support the Design for the New de Young in Golden Gate Park — **Discussion**

C. Report on the Capital Campaign to Build a New de Young Museum in Golden Gate Park — **Discussion**

1. Consideration and Possible Action to Adopt a Resolution of Appreciation to The Herbst Foundation for Its Pledge of $7.5 Million in Support of the New de Young Museum in Golden Gate Park, to Accept the Conditions Associated with The Herbst Foundation Pledge, and to Honor the Late Haskell Titchell, Former President of the Herbst Foundation (See Appendix B – Letter from The Herbst Foundation Dated May 31, 2000) — **Action**

WHEREAS, The building of a new de Young Museum in Golden Gate Park is the highest institutional priority for the Board of Trustees of the Corporation of The Fine Arts Museums; and

1. Consideration and Possible Action to Adopt a Resolution of Appreciation to The Herbst Foundation for Its Pledge of $7.5 Million in Support of the New de Young Museum in Golden Gate Park, to Accept the Conditions Associated with The Herbst Foundation Pledge, and to Honor the Late Haskell Titchell, Former President of the Herbst Foundation (See Appendix B – Letter from The Herbst Foundation Dated May 31, 2000 - continued)

WHEREAS, On May 31, 2000, The Herbst Foundation informed the Corporation of its $7.5 million pledge in support of the new de Young Museum in Golden Gate Park; and

WHEREAS, The Herbst Foundation's pledge of $7.5 million represents one of the most significant donations to the new de Young Museum; and

WHEREAS, In the letter dated May 31, 2000 from The Herbst Foundation (Appendix B), certain conditions are associated with The Herbst Foundation pledge as follows: a) that the Museum Board will make an unconditional and irrevocable commitment to designate and give prominent name recognition to the exhibition hall or the traveling exhibition gallery as the "Herbst Gallery" in perpetuity in accordance with the Museums' Donor Recognition Policy; b) that the Museum Board will provide The Herbst Foundation with copies of future design renderings of the Herbst Gallery area, which shall include agreed signage over the main entrance and all other major public entrances, as well as directional signs to the gallery area, and such plans will be substantially consistent in terms of size, scope and renderings with the drawings previously submitted to The Foundation; c) that the plans will include the design of an appropriate sized plaque of bronze or comparable material to be installed at eye level, at or near the principal gallery entrance, with wording substantially as shown in the May 31, 2000 letter; and d) that following the commencement date as herein indicated, the grant will be paid in seven to ten annual installments or $750,000 or more; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby recognize with profound appreciation the extraordinary pledge of $7.5 million from The Herbst Foundation in support of the new de Young Museum, which will enhance the quality of life in San Francisco and the Bay Area; and, be it

FURTHER RESOLVED, That the Board of Trustees accepts the conditions associated with The Herbst Foundation pledge including a) that the Museum Board will make an unconditional and irrevocable commitment to designate and give prominent name recognition to the exhibition hall or the traveling exhibition gallery as the "Herbst Gallery" in

1. Consideration and Possible Action to Adopt a Resolution of Appreciation to The Herbst Foundation for Its Pledge of $7.5 Million in Support of the New de Young Museum in Golden Gate Park, to Accept the Conditions Associated with The Herbst Foundation Pledge, and to Honor the Late Haskell Titchell, Former President of the Herbst Foundation
(See Appendix B – Letter from The Herbst Foundation Dated May 31, 2000 - continued)

perpetuity in accordance with the Museums' Donor Recognition Policy; b) that the Museum Board will provide The Herbst Foundation with copies of future design renderings of the Herbst Gallery area, which shall include agreed signage over the main entrance and all other major public entrances, as well as directional signs to the gallery area, and such plans will be substantially consistent in terms of size, scope and renderings with the drawings previously submitted to The Foundation; c) that the plans will include the design of an appropriate sized plaque of bronze or comparable material to be installed at eye level, at or near the principal gallery entrance, with wording substantially as shown in the May 31, 2000 letter; and d) that following the commencement date as herein indicated, the grant will be paid in seven to ten annual installments or $750,000 or more; and, be it

FURTHER RESOLVED, That the Board of Trustees acknowledges with deepest gratitude the leadership and commitment of the late Haskell Titchell, former President of the Herbst Foundation, who was instrumental in stimulating the interest of the Board of Directors of The Herbst Foundation in the New de Young Museum in Golden Gate Park.

D. Consideration and Possible Action to Adopt a Resolution Designating the Full and Final Principal Distribution in the Fine Arts Museums' Pooled Income Fund from Dorothy Spreckels Munn for the Benefit of the Acquisitions Fund of the California Palace of the Legion of Honor **Action**

WHEREAS, Dorothy Spreckels Munn, an Honorary Trustee of the Fine Arts Museums of San Francisco, was the daughter of Adolph and Alma de Bretteville Spreckels, who commissioned and gave the California Palace of the Legion of Honor to the people of San Francisco; and

WHEREAS, In December 1980, a gift from Dorothy Spreckels Munn inaugurated the Pooled Income Fund of the Fine Arts Museums, which was made in response to a request from the then Director of Museums, Ian McKibbin White, in support of the growth of the permanent collection; and

WHEREAS, Following Mrs. Munn's death on January 20, 2000, the Trustees of the Dorothy S. Munn Revocable Trust informed the Museums that a legacy of $1,000,000 had been directed to The Fine Arts Museums

D. Consideration and Possible Action to Adopt a Resolution Designating the Full and Final Principal Distribution in the Fine Arts Museums' Pooled Income Fund from Dorothy Spreckels Munn for the Benefit of the Acquisitions Fund of the California Palace of the Legion of Honor (continued)

Foundation, which funds are to be used for the benefit of the Acquisitions Fund of the California Palace of the Legion of Honor; and

WHEREAS, On May 12, 2000, a check in the amount of $405,643.59 representing the full and final principal distribution of the Dorothy Spreckels Munn interest in the Pooled Income Fund of the Fine Arts Museums was received; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby designate the full and final principal distribution of the Dorothy Spreckels Munn interest in the Pooled Income Fund in the amount of $405,643.59 for the benefit of the Acquisitions Fund of the California Palace of the Legion of Honor; and, be it

FURTHER RESOLVED, That the Board of Trustees recognizes the extraordinary generosity of Dorothy Spreckels Munn with profound appreciation.

E. Appointment of 2000-01 Committees of the Board of Trustees **Discussion**

F. Other Informational Items **Discussion**

IV. Director's Report - Harry S. Parker III

A. Report on COFAM Operating Budget as of April 30, 2000 (See Appendix C – Budget Report as of April 30, 2000) **Discussion**

B. Consideration and Possible Action to Adopt a Resolution Authorizing Transfer of Stock **Action**

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and delivery any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for

B. Consideration and Possible Action to Adopt a Resolution Authorizing Transfer of Stock (continued)

our nominees, Wells Fargo Bank, Dresdner RCM Global Investors, and Merrill Lynch, to implement the transaction.

Authorized Individuals:
Harry S. Parker III, Chief Executive Officer
Stephen E. Dykes, Treasurer
Barbara Boucke, Deputy Director for Development.
Robert M. Cullison, Controller

C. Report on Proposition G Passed by San Francisco Voters in November 1999 Which Amended Chapter 67 of the San Francisco Administrative Code, The Sunshine Ordinance — **Discussion**

D. Report on the Ratification of the Contract by Local 790 United Public Employees, S.E.I.U., AFL-CIO — **Discussion**

E. Other Informational Items — **Discussion**

V. **Report of the Budget Committee – T. Robert Burke, Interim Chair** — **Discussion**

A. Consideration and Possible Action to Adopt an Interim Fiscal Year 2000-01 Operating Budget (See Appendix D – Interim Fiscal Year 2000–01 Operating Budget) — **Action**

WHEREAS, The COFAM Budget Committee recommended that the Board of Trustees adopt a FY 2000-01 interim operating budget because of two outstanding matters; and

WHEREAS, Those outstanding matters are (1) the amount of reimbursement for COFAM services in the City budget, which will not be final until late July 2000; and (2) the outcome of negotiations for a possible major exhibition at the Legion of Honor in Winter / Spring 2001; now, therefore, be it

RESOLVED, That the Board of Trustees approves the Interim FY 2000-01 COFAM Operating Budget of $13.2 million with a $0.5 million shortfall after depreciation; and be it

FURTHER RESOLVED, That the COFAM Chief Executive Officer is instructed to present a final operating budget proposal at the October 12, 2000 board meeting, taking into account the resolution of major outstanding matters, as well as the close of the de Young Museum on December 31, 2000 to prepare for re-building.

B. Consideration and Possible Action to Adopt a Resolution Increasing the COFAM Reserve to Help Offset Anticipated Operating Shortfalls Due to the Closure of the de Young Museum for Re-Building — **Action**

WHEREAS, The policy of the Board of Trustees has been to maintain a COFAM Reserve of at least $2 million, which has ranged from a low of $1.2 million to a high of $3.7 million; and

WHEREAS, It has also been Board policy to plan and achieve balanced budgets; and

WHEREAS, The closing of the M. H. de Young Memorial Museum on December 31, 2000 for re-building is anticipated to result in operating shortfalls until the new museum opens in Summer 2005; and

WHEREAS, To offset the extraordinary operating shortfalls caused by closing the de Young Museum for five years, the Budget Committee has recommended increasing the COFAM Reserve to cover de Young Museum closure shortfalls; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize its President and Chief Executive Officer to increase the COFAM Reserve through restricted donations and all other means to help offset anticipated operating deficits caused by closing the de Young Museum for re-building.

VI. Report of the Audit Committee – Michael E. O'Neill, Chair — **Discussion**

A. Consideration and Possible Action to Adopt a Resolution Appointing Auditors — **Action**

RESOLVED, That PriceWaterhouseCoopers is appointed to audit the combined balance sheet of the Fine Arts Museums of San Francisco (FAM) as of June 30, 2000 and the related combined statements of revenues, expenses and changes in fund balances for the year then ended; and that the combined financial statements will include COFAM, The Fine Arts Museums Foundation (FAMF), and FAM as recorded on the books of the City and County of San Francisco; and be it

FURTHER RESOLVED, That PriceWaterhouseCoopers is also appointed to undertake a COFAM Retirement Plan Audit and a Registration Department Agreed-Upon Procedures Review; and be it

A. Consideration and Possible Action to Adopt a Resolution Appointing Auditors (continued)

FURTHER RESOLVED, That COFAM's share of the audit cost of the combined financial statement for COFAM, FAM and FAMF plus the COFAM Retirement Plan Audit and the Registration Procedures Review will be about $68,685 including out-of-pocket costs.

VII. Report of the Education Committee – Nancy Willis, Chair — **Discussion**

A. Report on the Education Council Treasure Hunt, June 12, 2000, 4:30 p.m. to 7 p.m., de Young Museum — **Discussion**

VIII. Report of the Annual Support Committee – Barbara Boucke, Deputy Director for Development, for Dagmar Dolby, Chair and Vice President — **Discussion**

IX. Report of The Fine Arts Museums Foundation – Charles Crocker, President — **Discussion**

X. Adjournment – Diane B. Wilsey, President — **Action**

Note: A Members Meeting of The Fine Arts Museums Foundation will immediately follow.

Public Meeting Requirements Relating to Accessibility

The subsequent information is in compliance with the Americans with Disabilities Act (ADA); the following will be made available upon request: (1) American sign language interpreters; (2) a sound enhancement system; (3) a meeting agenda available in alternative formats; and (4) a reader during the meeting. To arrange for these services, please contact Judy Gough at (415) 750-3669 at least two working days prior to a meeting. A late request will be honored if possible. Minutes of the meeting will be made in alternative formats upon request. Meeting agendas are available on the Fine Arts Museums of San Francisco website, *www.thinker.org*.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that others may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

The MUNI's wheelchair-accessible No. 44 line (south bound) stops in front of the de Young Museum. The No. 44 line (north bound) stops in front of the Academy of Sciences. For access to the de Young Museum by BART from the East Bay, get off at the New Montgomery Station. Take MUNI's No. 38 line (Geary) to 6th Avenue and transfer to the No. 44 line (O'Shaughnessy). For access to the de Young Museum by BART from Daly City, get off at the Civic Center Station. Take MUNI's No. 71 line (outbound) and transfer at 6th Avenue at Lincoln Way to the No. 44 line (O'Shaughnessy). There is accessible parking spaces (disabled-designated) available at the following locations: a) the de Young Museum parking lot (driveway access at 10th Avenue and Kennedy Drive); and b) the Music Concourse area, east end (access from Tea Garden Drive).

Accessible seating for persons with disabilities (including those using wheelchairs) will be available. For Telecommunication Device for the Deaf (TDD), the Museums use the California Relay Service.

Know Your Rights Under the Sunshine Ordinance

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force:

Donna Hall, Administrator
Sunshine Ordinance Task Force
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689
Office: (415) 554-7724
Fax: (415) 554-5163
E-mail: Donna_Hall@ci.sf.ca.us

Copies of the Sunshine Ordinance can be obtained from the Clerk of the Sunshine Task Force, the San Francisco Public Library and on the City's website at www.ci.sf.ca.us/bdsupvrs/sunshine.

If you are unable to attend the meeting, you may submit written comments to Judy Gough, Fine Arts Museums of San Francisco, 233 Post Street, 6th Floor, San Francisco, CA, 94108. Public documents referred to in the agenda may be inspected at the Administrative Offices of the Fine Arts Museums located at 233 Post Street, 6th Floor, San Francisco, CA, 94108. Please contact Judy Gough at (415) 750-3669 to make arrangements.

abtcofam006

THE HERBST FOUNDATION, INC.
30 VAN NESS AVENUE, SUITE 2001
SAN FRANCISCO, CA 94102-6026

BOARD OF DIRECTORS

WILLIAM D. CRAWFORD
MELVYN I. MARK
DWIGHT L. MERRIMAN, JR.
RALPH L. PRESTON
HASKELL TITCHELL

ADMINISTRATOR
SHIRLEY J. COSTELLO

TELEPHONE (415) 252-1220
FAX (415) 252-1205

May 31, 2000

Mrs. Alfred S. Wilsey
President, Board of Trustees
Fine Arts Museums of San Francisco
233 Post Street
San Francisco, CA 94108-5003

Re: **DeYoung Museum Project**

Dear Dede:

It gives me great pleasure to inform you that The Herbst Foundation Board of Directors has approved a grant of $7,500,000 to the DeYoung Museum Project subject to our respective Board's agreeing upon the following terms and conditions:

1. The Museum Board will make an unconditional and irrevocable commitment to designate and give prominent name recognition to the exhibition hall or the travelling exhibition gallery as the "Herbst Gallery" in perpetuity.

2. The Museum Board will provide us with copies of future design renderings of the Herbst Gallery area, which shall include agreed signage over the main entrance and all other major public entrances, as well as directional signs to the gallery area, and such plans will be substantially consistent in terms of size, scope and renderings with the drawings previously submitted to us.

3. The plans will include the design of an appropriate sized plaque of bronze or comparable material to be installed at eye level, at or near the principal gallery entrance, with wording substantially as shown in the attachment.

4. Following the commencement date as herein indicated, the grant will be paid in seven to ten annual installments of $750,000 or more. We wish to have the option to pay additional amounts from time to time when sufficient funds become available for this purpose. Funding will commence upon notification of the commencement of demolition/construction and your verification to us that 100% of the total costs to complete construction of the project have been received or are the subject of legally enforceable pledges, and excluding any loan commitments.

We hope that the foregoing terms and conditions will meet with your Board's approval. Please provide us with a Board resolution certified by your secretary, acknowledging acceptance of the foregoing terms and conditions.

As you know, the grant commitment is an extraordinary event in the history of The Herbst Foundation. It is made in recognition of the truly special and unique benefits that the new DeYoung Museum will bring to our community.

Sincerely,

Dwight

Dwight L. Merriman, Jr.
President

Attachment

\\TMMO-NT1\clients\37460\4\Ltr\wilsey4-25-00.doc

Cc: Board of Directors – The Herbst Foundation

SUGGESTED WORDING

HERBST GALLERY

FUNDING PROVIDED BY THE HERBST FOUNDATION, INC.

ESTABLISHED BY HERMAN AND MAURICE HERBST

AND GOVERNED BY THE FOUNDATION'S BOARD OF DIRECTORS

HASKELL TITCHELL

RALPH L PRESTON WILLIAM D. CRAWFORD

MELVYN I. MARK DWIGHT L. MERRIMAN, JR.

GRANT MADE MAY 2000

COFAM Budget Report For The Month Ended 30 April 2000

	Page
Cumulative Surplus (Loss) Chart	
Resources & Expenses	1
Annual Contributions	5
Stores	6
Exhibition Program	7
Balance Sheet	9

Appendix C

COFAM Operating Budget-In-Brief

Month Ended 30 April 2000

An O'Keeffe Budget Year

The *O'Keeffe* show (2/19 – 5/14/00) surpassed all expectations, closing with 206,023 visitors, compared to 144,300 forecast, making San Francisco the most popular venue on tour, generating substantial gains in store sales, general admission fees, exhibit surcharge income, and member dues. The popularity of this exhibition will likely put the budget into the black – an outcome that no one would have predicted when the final budget was approved last October.

Overview At 4/30/00

Cumulative ten month results were $1,658k, compared to the $376k projected, owing to *O'Keeffe*-driven revenues and operating expenses still coming in somewhat lower than expected.

The COFAM Reserve was at an all time high of $3,749k, compared to $3,107k the month before. Board policy is to keep the reserve at $2 million or more. The *O'Keeffe* show closed 5/14/00, and the loss of this extraordinary revenue stream is expected to drop the reserve below $3 million by year end on 6/30/00. The reserve has seldom topped $3 million, and only since January 2000 did it climb over $2 million in the current fiscal year.

Support & Revenue

Total support was slightly more than budget, with cumulative Annual Contributions falling $146k behind. To attain the $2,665k goal by 6/30/00, additional Associates ($5k up) and Patrons ($2.5k to $5k) will be necessary

to compensate for potential shortfalls in the Friends ($1k to $2.5k), National Council, Mail Drive, Phone Campaign and Business categories.

No surprise, *O'Keeffe* was responsible for store sales, general admissions and exhibit income from ticket surcharges and audio tour rentals exceeding budget handsomely. Total revenue was up $493k for April and up $925k for the year. Membership dues were $143k ahead of budget, with renewals and new members attributable to *O'Keeffe*.

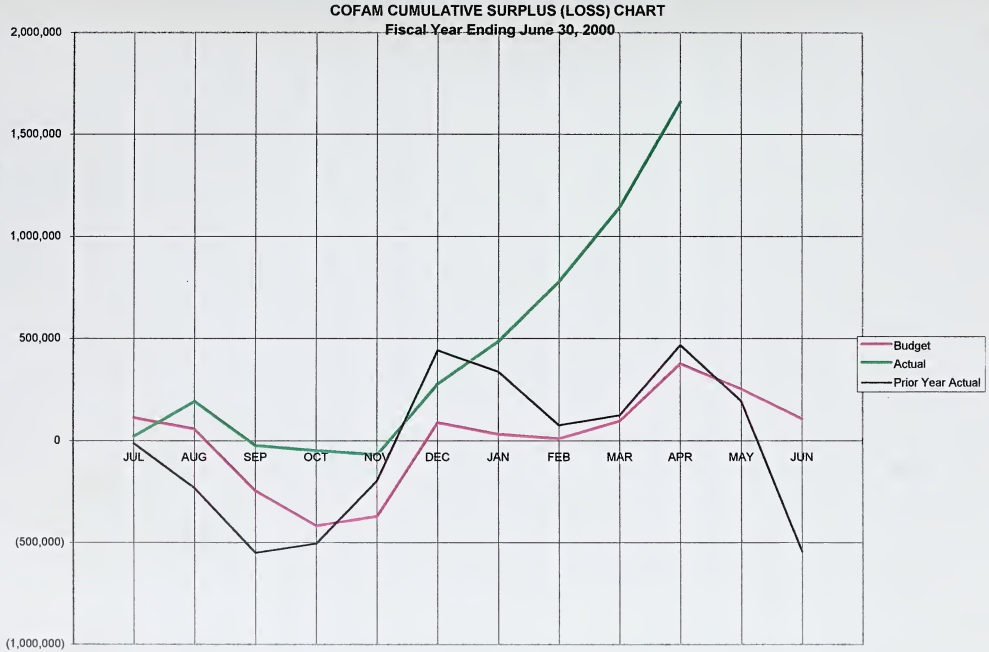
Expenses

Personnel costs to date were $111k (2%) less than budget with underages across-the-board.

Other expenses continued to be under budget by $194k (2%) due largely to costs being incurred later than expected. Membership costs were running more than budget in order to service 52.4k members instead of the 45k projected in the original budget. As bills catch up before the fiscal year ends, other expenses are expected to resemble budget targets.

# # #

brept Th 6/1/00@11:08am


COFAM CUMULATIVE SURPLUS (LOSS) CHART
Fiscal Year Ending June 30, 2000
2,000,000
1,500,000
1,000,000
500,000
0
(500,000)
(1,000,000)
JUL
AUG
SEP
OCT
NOV
DEC
JAN
FEB
MAR
APR
MAY
JUN
Budget
Actual
Prior Year Actual

$ In thousands

	(1) April			(2) 10 Months			(3)		(4)	
	Original Budget	Actual	Variance to M-T-D Budget	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget	% Actual Original Budget	Actual Prior Year At 10 Months	
SUPPORT & REVENUE										
Support										
1) Annual Contributions	286	70	(216)	1,991	1,845	(146)	2,865	69%	2,058	See page 5.
2) Bequests and Major Unrestricted Gifts	0	1	1	0	1	1	0	0%	2	
3) Foundation Endowment Support	137	137	0	1,365	1,365	0	1,638	83%	1,063	
4) Specified Funds										
--Curatorial/Conservation	22	25	3	288	304	15	341	89%	449	
--Publications	0	8	8	80	111	31	85	131%	70	
--Exhibitions	5	52	47	145	286	141	320	89%	359	
--Education Programs	17	22	5	295	251	(44)	372	67%	255	
--General	12	6	(6)	74	79	5	97	81%	79	
Subtotal Specified Funds	56	112	57	882	1,031	148	1,216	85%	1,212	
5) COFAM Investment Income	11	25	15	97	156	60	140	112%	99	
Subtotal Support	489	345	(143)	4,335	4,397	62	5,659	78%	4,433	

$ in thousands

	(1) April			(2) 10 Months			(3)		(4)	
	Original Budget	Actual	Variance to M-T-D Budget	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget	% Actual Original Budget	Actual Prior Year At 10 Months	
Revenue										See page 6.
6) Museum Store Sales	342	545	203	1,848	2,394	546	2,203	109%	2,780	
Less Discounts	(17)	(17)	(0)	(93)	(101)	(8)	(110)	91%	(133)	
Less Cost of Goods	(171)	(271)	(99)	(934)	(1,218)	(285)	(1,113)	109%	(1,457)	
Less Commissions and Royalties	(1)	0	1	(7)	(1)	6	(9)	13%	(69)	
Gross Profit	153	257	104	815	1,074	258	970	111%	1,121	
7) Facilities Rental Gross	65	60	(5)	684	454	(230)	720	63%	580	
8) Benefits Gross Income / Art Point	0	16	16	178	144	(33)	199	72%	56	
9) General Admissions COFAM Net	203	377	174	1,436	1,902	467	1,722	110%	1,368	
10) Food & Beverage Concession Fees	16	26	10	130	138	8	157	88%	141	
11) Exhibition Program Earned Income	85	134	69	170	390	220	236	165%	1,795	See pages 7 and 8.
12)Membership Dues	195	289	94	2,465	2,608	143	2,789	93%	2,473	
13) Conservation Services	91	48	(43)	329	320	(9)	400	80%	264	
14) Miscellaneous										
--Development Trip Fees	20	86	66	83	175	92	213	82%	155	
--Publication Sales Net	6	6	1	56	49	(7)	68	73%	198	
--Other Fees	22	28	7	206	223	17	260	86%	343	
Subtotal Revenue	836	1,328	493	6,551	7,478	925	7,734	97%	8,493	
Total Support & Revenue	1,324	1,674	349	10,886	11,874	988	13,393	89%	12,927	

Museum Attendance:

April 2000: 103,682 visitors, 57.4% paid, budgeted - 75,000 visitors, 42.1% paid.
Year to Date: 700,984 visitors, 46.7% paid, budgeted - 584,545, 42.1% paid.

Membership:

Year to date: 43,326 dues paid members averaging $60.19 per member
compared to budgeted goals of 39,766 dues paid members averaging $61.99 per member.
Current active paying members = 52,398

$ In thousands

	(1) April			(2) 10 Months			(3)		(4)
	Original Budget	Actual	Variance to M-T-D Budget	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget	% Actual Original Budget	Actual Prior Year At 10 Months
EXPENSES									
Personnel Expenses									
15) Curatorial									
Curatorial/Conservation/Education	183	183	0	1,965	1,958	(7)	2,376	82%	1,923
Project Funded Employees	48	59	11	491	455	(36)	595	76%	452
Exhibit Group	65	68	3	682	640	(41)	840	76%	691
Exhibit Program Temporary Labor	16	26	10	219	210	(9)	297	70%	245
18) Development									
Development - General	42	47	5	448	436	(12)	545	80%	439
Membership	29	35	6	308	307	(1)	376	82%	403
17) Administration									
Administration General	95	91	(4)	998	985	(13)	1,232	80%	1,031
Marketing and Communications	18	21	5	168	188	21	204	92%	233
Operations Group	24	23	(0)	250	240	(10)	305	79%	269
Stores	41	39	(2)	347	333	(14)	411	81%	470
Facilities Rental	8	8	3	60	73	12	73	99%	185
Subtotal Personnel	563	600	37	5,937	5,825	(111)	7,257	80%	6,341

Appendix A - Annual Contributions Report -- Month Ending April 30, 2000 (83.3% Of The Budget Year)
$ in thousands

(1)	(2)			(3)				(4)	
Contribution Categories	April 2000		April 1999	Year To Date		Variance to	Prior Year	Current Year Annual Goals	Current Year % of Annual Goals Achieved
	Actuals	Budget	Actuals	Budget	Actuals	Y-T-D Budget	Actuals		
1) Associates ($5,000 and up)	30	140	102	1,110	1,155	45	1,114	1,550	74.5%
2) Patrons ($2,500 - $5,000)	8	15	5	105	139	34	112	130	106.9%
3) Friends ($1,000 - $2,500)	20	40	19	375	346	(29)	375	475	72.7%
4) National Council/Other	4	6	6	49	29	(20)	52	60	49.2%
5) Mail Drive	0	30	(1)	82	4	(78)	127	105	4.0%
6) Phone Campaign	0	40	1	45	7	(38)	95	95	7.4%
7) Business	5	10	11	130	73	(57)	101	150	49.0%
8) Foundations	4	5	6	95	91	(4)	82	100	90.7%
	70	286	149	1,991	1,845	(146)	2,058	2,665	69.2%

Appendix "B" -- Stores Report: 10 Months Ended April 30, 2000
$ in thousands

	In House Merchandising				Outside Merchandising	
	(1) deYoung Store		(2) Legion Store		(3) Wholesale & Royalties	
	Budget	Actual	Budget	Actual	Budget	Actual
Sales	415	454	783	731	79	107
Discounts	(25)	(25)	(39)	(34)		
Cost of Goods	(212)	(275)	(384)	(375)	(50)	(65)
Commissions & Royalties	0	(1)	0	0	(7)	(0)
Gross Profit	178	154	360	323	23	42
Personnel Expenses	186	126	114	118	0	14
Other Expenses	30	44	11	12	3	0
Total Expenses	216	170	126	131	4	14
Gross Profit Over Expenses	(38)	(17)	235	192	19	28
Variance to Year To Date		21		(43)		9

	Exhibition Merchandising					
	(4) St Francis of Assisi Store		(5) O'Keeffe Store		(6) Grand Totals	
	Budget	Actual	Budget	Actual	Budget	Actual
Sales	148	208	423	893	1,848	2,394
Discounts	(7)	(14)	(21)	(28)	(93)	(101)
Cost of Goods	(77)	(115)	(212)	(388)	(934)	(1,218)
Commissions	0	(0)	0	0	(7)	(1)
Gross Profit	63	78	190	477	815	1,074
Personnel Expenses	10	27	37	47	348	333
Other Expenses	12	6	17	26	74	88
Total Expenses	22	33	54	72	421	421
Gross Profit Over Expenses	41	45	136	405	394	653
Variance to Year To Date		4		268		259

Schedule "F" -- Exhibition Program - FY 1999-2000

		Venue	(1) Runs		(2) Cost		(3) Gifts and Grants		(4) Income		(5) Nets	
					Original	Revised	Original	Revised	Original	Revised	Original	Revised
	In-House Exhibitions											
	de Young											
1	Theater and Dance Collection (for Nancy Baer) (118)	D	01-May-99	05-Sep-99	1,901	200					(1,901)	(200)
2	Saxe Collection (163)	D	26-Jun-99	17-Oct-99	22,713	28,000					(22,713)	(28,000)
3	Wedding Dresses from Permanent Collection (136)	D	04-Mar-00	31-Dec-00	8,181	5,000					(8,181)	(5,000)
4	Art for Elders (182)	D	28-Sep-99	03-Oct-99	-	1,739		1,739	Ministry of Nursing Homes		0	0
5	Herzog and de Meuron Model (128)	D	14-Oct-99	31-Dec-00	25,560	25,560	25,000	25,000	New de Young		(560)	(560)
6	The Wiedersperg Collection (169)	D	18-Dec-99	30-Jun-00	68,762	64,762					(68,762)	(64,762)
7	Artists Investigate the de Young (Helfand) (187)	D	20-Nov-99	12-Mar-00	100,503	100,503	1,000	24,100	Frankel Gallary, Gallery Paul Anglim, Bransten Art Council, LEF		(99,503)	(78,403)
8	Narratives of African Am. Art: David Driskell (113)	D	12-Nov-99	13-Feb-00	49,464	37,464					(49,464)	(37,464)
9	Achenbach TBA (137) (postponed)	D	Jan 22-00	15-Apr-00	9,472	-					(9,472)	0
10	Costumes (Hecksher)	D	14-Aug-99	20-Feb-00	-	300		250	Hecksher		0	(50)
11	Hands and Minds (cancelled)	D	11-Mar-00	15-Apr-00	-	-					0	0
12	Leonard Baskin (131)	D	27-May-00	03-Sep-00	10,182	10,182					(10,182)	(10,182)
13	Textiles: Recent Acquisitions (138)	D	01-Jul-00	31-Dec-00	5,888	5,000					(5,888)	(5,000)
14	Youth Arts Festival	D	02-May-00	14-May-00	-	-					0	0
15	Bruce Conner (178)	D	21-May-00	30-Jul-00	187,987	187,987	110,000	110,000	Root		(77,987)	(77,987)
16	Two Major Acquistions (140) added	D	14-Oct-99	18-Apr-00		5,000						
18	Lost and Found (130) added	D	12-Feb-00	ongoing		5,000						
17	Picturing San Francisco (190) added	D	04-Mar-00	14-May-00		15,000		15,000	ATT			
19	Crown Point Press Halfway (185) (added)	D	ongoing	ongoing		600						
			Subtotal de Young		488,613	492,297	136,000	178,089	-	-	(352,813)	(305,608)

Continued...

Schedule "F" -- Exhibition Program - FY 1999-2000

		venue	(1) Runs		(2) Cost		(3) Gifts and Grants		(4) Income			(5) Nets	
					Original	Revised	Original	Revised		Original	Revised	Original	Revised
	Legion												
17	Claes Oldenberg (162)	L	05-Jun-99	19-Sep-99	-	-						0	0
18	Francis Bacon (108)	L	12-Jun-99	02-Aug-99	8,721	8,500						(8,721)	(8,500)
19	The Treasury of St. Francis of Assisi (172)	L	24-Jul-99	14-Nov-99	243,749	230,000	95,000	105,000	Burke, A. Wilsey, Osher, M. Wilsey, McWilliams, Doll Lippi, Fugazi, Gellert	20,000	Audio tour	(147,749)	(104,000)
20	Logan Book Gallery (3 rotations) (165)	L	ongoing		9,360	7,500						(9,360)	(7,500)
21	Reinstall Legion Gallery 1 (166) (cancelled)	L	28-Aug-99	ongoing	5,804	-						(5,804)	0
22	Anderson: Richard Diebenkorn's 41 Etchings (120)	L	26-Sep-99	30-Jan-00	14,046	7,915						(14,046)	(7,915)
23	Alain Kirili:Dialogue with Rodin (126)	L	09-Oct-99	02-Jan-00	31,053	31,053	13,300	13,300	Fr. Cult. Grant, Association Francais			(17,753)	(17,753)
24	Gantner-Myer Collection of Aboriginal Art (160)	L	18-Sep-99	09-Jan-00	125,767	105,767	0	0	Net.com			(125,767)	(105,767)
25	Anderson: Legendary Lithography Prints from ULAE(117	L	05-Feb-00	14-May-00	12,506	12,506						(12,506)	(12,506)
26	Georgia O'Keeffe: Poetry of Things (103)	L	19-Feb-00	14-May-00	319,155	319,155		25,000	AT&T Clarition reimb	193,160	341,864 400/hour adm., 66% paid @ $2, $80k audio	(125,995)	47,509
27	Bouquets to Art	L	14-Mar-00	18-Mar-00	-	-						0	0
28	Wayne Thiebaud (144)	L	10-Jun-00	03-Sep-00	252,531	252,531	75,000	110,000	Rool, Thiebaud Gruber	32,570	32,570 175/hr adm., 60% paid @ $2, $8k audio	(144,961)	(109,961)
29	Recent Acquisitions from the Achenbach (137)	L	08-Apr-00	23-Jul-00		9,252							
		Subtotal Legion			1,022,702	982,189	184,300	254,300		225,730	394,234	(612,672)	(333,655)
		Subtotal In House			1,511,315	1,474,486	320,300	430,389		225,730	394,234	(985,285)	(639,263)
	FAM Travelling Exhibitions												
29	City Hall (153)		01-Oct-99	30-Jun-00	10,000	18,415						(10,000)	(18,415)
30	Ancient Glass from the Holy Land (reimb to IAA)					10,111				10,000	10,000	10,000	(111)
31	Thiebaud (travels in 00/01)											0	0
32	Charles Jones (travels 00/01)										1,000	0	1,000
33	Gantner Myer San Antonio/Wash DC (175)		15-Feb-00 28-Jun-00	21-May-00 14-Aug-00		15,000					40,000	0	25,000
	Subtotal Traveling Tours				10,000	43,526	0	0		10,000	51,000	0	7,474
	Total In House and Traveling Exhibitions				1,521,315	1,518,012	320,300	430,389		235,730	445,234	(985,285)	(631,789)

COFAM Balance Sheet At April 30, 2000

$ in thousands

ASSETS		LIABILITIES & FUND BALANCES	
Cash	1,092	Accounts Payable	1,094
Cash Equivalents	20,968	Other Accrued Liabilities	3,980
Accounts Receivable	3,598	Deferred Income - Restricted	17,535
Prepaid Expenses	231	Deferred Income - Unrestricted	3,738
Note Receivable	250	Fund Balances	
Inventory - Store	860	Unrestricted Fund	2,193
Inventory - Publications	439	Plant Fund	(2,174)
Investment in Bonds	700	Revenues over Expenses	1,892
Furniture & Equipment (Net)	120	(Note 2)	
	28,258		28,258

COFAM Reserve At 4/30/00 3,749

Note 1 -- Reserve Formula

Cash & Cash Equivalents	22,060
Bonds	700
Accounts Receivable	3,598
Less Accounts Payable	(1,094)
Less Other Accrued Liabilities	(3,980)
Less Deferred Income - Restricted	(17,535)
	3,749

Note 2 -- Revenues over Expenses

Operating Revenue over Expenses	1,988
Less Plant Fund	(437)
Plus Restricted Funds	341
Less Airport Fund	0
Surplus / (Deficit)	1,892

COFAM Balance Sheet At March 31, 2000

$ in thousands

ASSETS		LIABILITIES & FUND BALANCES	
Cash	926	Accounts Payable	1,277
Cash Equivalents	19,610	Other Accrued Liabilities	4,018
Accounts Receivable	3,632	Deferred Income - Restricted	16,466
Prepaid Expenses	235	Deferred Income - Unrestricted	3,470
Note Receivable	250	Fund Balances	
Inventory - Store	955	Unrestricted Fund	2,193
Inventory - Publications	438	Plant Fund	(2,174)
Investment in Bonds	700	Revenues over Expenses	1,643
Furniture & Equipment (Net)	147	(Note 2)	
	26,893		26,893

COFAM Reserve At 3/31/00	3,107

Note 1 -- Reserve Formula

Cash & Cash Equivalents	20,536
Bonds	700
Accounts Receivable	3,632
Less Accounts Payable	(1,277)
Less Other Accrued Liabilities	(4,018)
Less Deferred Income - Restricted	(16,466)
	3,107

Note 2 -- Revenues over Expenses

Operating Revenue over Expenses	1,434
Less Plant Fund	(437)
Plus Restricted Funds	646
Less Airport Fund	0
Surplus / (Deficit)	1,643

COFAM FY 2000-01 Interim Operating Budget Proposal Summary
8 June 2000

Overview

This is an interim $13.2 million operating budget with a $0.5 million shortfall after depreciation for FY 2000-01. A final proposal will be presented at the October 2000 Board of Trustees meeting, when two outstanding matters have been resolved.

The first matter is the amount of City reimbursement to COFAM for educational programs and administrative and building operations. In the current fiscal year, $596k was appropriated (k = thousands of dollars). For next year, the amount dropped $353k to $243k in the initial budget request to the Mayor, complying with instructions to all departments to absorb both personnel and other expense cost increases. Because 89% of the Museums' current City budget is tied up in personnel, utility and collection insurance costs, the only place to take a deep cut was in the $596k COFAM reimbursement. The City won't have a final budget until late July. Meanwhile, efforts continue to restore this cut.

The second major unknown is the possibility of a major exhibition, which is being organized by a popular music concert producer. This

exhibition is under discussion without commitments. If it occurs, it would run for four months in Winter / Spring 2001 at the Legion. While this show would not be hugely profitable, it has the potential to keep membership numbers up for awhile after the 12/31/00 close of the de Young Museum.

As it now stands, the interim budget forecasts a $483k deficit after depreciation. It's unclear at this point how much of this potential red ink can be eliminated by the October board meeting. The calculus depends upon the City budget, the exhibit program, the endowment draw, and fee increases, which were taken up in the previous twelve months and are either at or near prevailing market rates.

With the 12/31/00 de Young Museum close, a five year period begins before the new museum opens during which deficits are inevitable because the Legion cannot carry the institution, despite intensive programming and promotion.

# # #

The following notes highlight major resource and expense items in the same format as the monthly budget reports. For the numbers-oriented, the budget proposal is backed by appendices, which explain the summary numbers in detail.

Support -- $5.7 Million

Annual Contributions have a $2,665k goal, the same as the current year, recognizing that this is an ambitious undertaking because the New de Young Museum capital campaign relies upon many of the same donors.

Foundation Endowment Support at $1,898k is up $260k at the current 4.5% distribution rate on a 24-month trailing average value at March 31st, which captures a rich segment of the bull market. If necessary, the final budget may take the distribution rate up one-half point to 5%.

Specified Funds at $1,079k include known restricted grants and donations, except for a traditional $100k plug for anticipated exhibition grants. Overall, specified funds are down $137k, with the biggest drop in education because of a one-time $100k special grant from the California Arts Council, which was spent mostly in the current year.

COFAM Investment Income at $150k is earned on short-term cash investments plus interest from gifts of bonds, which by their terms cannot be sold at this time.

Revenue -- $7.2 Million

The visitor forecast drives general admission revenue, special exhibition fees, store sales and café concession fees. Predicting the number of visitors is based on recent attendance patterns and anticipated exhibition popularity. It's not science; it's a judgement call, which bears close scrutiny and revision as necessary.

The Legion will hold the FAM-organized *Wayne Thiebaud: A Paintings Retrospective* (6/10 – 9/3/00), *An American Focus: The Anderson Graphic Arts Collection* (10/7 – 12/31/00), a Winter / Spring 2001 show to be announced, and *Henry Moore: A Retrospective* (6/24 – 9/16/01).

At the de Young, *2000 BC The Bruce Conner Story Part II* closes 7/30/00, the Asian Art Museum's *Golden Age or Archaeology* (6/17 – 9/11/00) will contribute to admissions income, and *The Kingdoms of Edward Hicks* (9/24 – 12/31/00) will complement a visitor surge expected to see the old de Young before it closes.

For next year, total attendance is projected to be 635k visitors with 385k museum goers at the Legion and 250k at the de Young / Asian. Legion admission fees are $8 for adults, $6 seniors, $5 youths, and children under age 12 continue to be free, as are members, San Francisco K-12

students, and educational groups. De Young fees are $1 less because no major exhibits have been held since June 1997 when the federal government withdrew the building's eligibility for indemnification insurance because of its poor seismic condition.

The Legion is currently running 49% paid, compared to the de Young at 38%. While COFAM gets all Legion fees, the de Young / Asian admission proceeds are split 50-50 between COFAM and the Asian Art Museum Foundation until 12/31/00 when the de Young closes. Then, the Asian will get 100% of the gate until it closes in late 2001.

General Admissions revenue is pegged at $1,667k. In turn, forecast attendance of 635k visitors yields **Store Gross Profits** of $657k and a net of about $220k. **Food and Beverage Concession Fees** are forecast at $124k what with the close of the de Young.

Facility Rental Gross Income at $617k is based upon corporate rentals grossing $458k and Legion Café and Gould Theater rentals grossing $159k. Based on competition (City Hall and the Regency Ballroom on Van Ness Avenue) and the de Young close, corporate rentals were taken down about $100k.

Benefits Gross Income / ArtPoint at $213k includes the Christmas Gala and several ArtPoint events. The net works out to about $27k.

Exhibition Program Earned Income at $354k is based on a $2 surcharge for both the Thiebaud and Moore shows plus FAM-organized traveling show fees.

Membership Dues income at $2,583k is based on 40k members, compared to 52.4k currently. The reduction is without a major Legion show in Winter / Spring 2001 to bolster renewals and attract new members. The membership projection will be re-assessed before the final budget is formulated for the October 2000 board meeting. While the number of members will definitely drop off after the de Young closes, answering how many and when are among the most problematic questions in the Museums' long-range financial forecasting.

Conservation Service Fees are paid by outside lab clients. Fee income is offset by additional lab expenses, with the Museums gaining some conservator time for the permanent collections and travelling exhibitions.

Development Trip Fees and expenses are budgeted to break even.

Publications Sales Net is income from the sale of the Museums' own publications, especially exhibition catalogues for FAM-organized shows.

Other Fees run the gamut from docent lecture fees to photo reproduction use rights.

Total Expenses & City Reimbursement

Total expenses are $ 13,407k, with $7,636k in personnel costs and $5,771k in other expenses. The previously discussed $243k in City reimbursement of COFAM lowers total costs to $13,164k.

Personnel Expenses -- $7.6 Million

In FY 99-00, the Museums have a combined COFAM / City ongoing workforce of 173 positions – 87.5 are on COFAM's payroll, and 85.5 are on the City's.

COFAM union wages go up in two installments: 3% on July 1st and 2.5% on January 1st for an annualized rate of 4.29%. Professional and management employees have a 4% merit pool. Benefit costs for all employees are close to 28% of salaries.

Other Expenses -- $5.8 Million

At $5.8 million other expenses are running about $469k lower due to an exhibit schedule covering half a year at the de Young and lower curatorial / conservation / education costs due primarily to the phase-out of one-time grants and projects.

Other expenses are detailed at the department and project levels in Appendix "I" on page 14.

COFAM FY 2000-01 Interim Operating Budget Proposal

8 June 2000

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Other Expense Summary	14

COFAM FISCAL YEAR 2000 - 01 OPERATING BUDGET DRAFT

$ in thousands	(1) FY 98-99 Actual	(2) FY 99-00 Original Budget	(3) FY 00-01 Proposed 5/26/00	(4) Variance Proposed to Original Budget	Notes
SUPPORT & REVENUE					
Support					
1) Annual Contributions	2,695	2,665	2,665	-	See Appendix A page 5.
2) Bequests and Major Unrestricted Gifts	2	-	-	-	
3) Foundation Endowment Support	1,276	1,638	1,898	260	4.5% on two year average market value.
4) Specified Funds					See Appendix B page 6.
--Curatorial/Conservation	545	341	388	47	
--Publications	0	85	50	(35)	
--Exhibitions	524	320	284	(36)	See Appendix C pages 7 and 8.
--Education Programs	370	372	280	(92)	
--New De Young Planning	736	-	-	-	
--General	89	97	77	(20)	
Subtotal Specified Funds	2,264	1,216	1,079	(137)	
5) COFAM Investment Income	144	140	150	10	
Subtotal Support	6,381	5,659	5,792	133	

COFAM FISCAL YEAR 2000 - 01 OPERATING BUDGET DRAFT

$ in thousands	(1) FY 98-99 Actual	(2) FY 99-00 Original Budget	(3) FY 00-01 Proposed 5/26/00	(4) Variance Proposed to Original Budget	Notes
Revenue					
6) Museum Store Sales	3,017	2,203	1,508	(695)	See Appendix D page 9.
Less Discounts	(152)	(110)	(71)	39	
Less Cost of Goods	(1,391)	(1,113)	(771)	342	
Less Commissions and Royalties	(57)	(9)	(9)	-	
Less Exhibition Catalogs Write Offs	(113)	-	-	-	
Gross Profit	1,304	970	657	(313)	
7) Facilities Rental Gross	672	720	617	(103)	Corporate Evenings $458K, Legion Café/Theater $159K
8) Benefits Gross Income / ArtPoint	168	199	213	14	Christmas Gala / ArtPoint events.
9) General Admissions COFAM Net	1,591	1,722	1,667	(55)	See Appendix E page 10.
10) Food & Beverage Concession Fees	163	157	124	(33)	See Appendix F page 11.
11) Exhibition Program Earned Income	1,881	236	354	118	See Appendix C pages 7 and 8.
12)FAM Membership Dues	2,805	2,789	2,583	(206)	See Appendix G page 12.
13) Conservation Services	322	400	435	35	
14) Miscellaneous					
--Development Trip Fees	236	213	240	27	
--Publication Sales Net	222	68	88	20	
--Other Fees	309	260	236	(24)	See Appendix H page 13.
Subtotal Revenue	9,673	7,734	7,214	(520)	
Total Support & Revenue	16,054	13,393	13,006	(387)	

COFAM FISCAL YEAR 2000 - 01 OPERATING BUDGET DRAFT

$ in thousands	(1) FY 98-99 Actual	(2) FY 99-00 Original Budget	(3) FY 00-01 Proposed 5/26/00	(4) Variance Proposed to Original Budget	Notes
EXPENSES					
Personnel Expenses					Professional/Managerial increase at 4% merit pool.
15) Curatorial					Union wage increases: 3% at 7/1/00; 2.5% at 1/1/00 = 4.29% annualized.
Curatorial/Conservation/Education	2,356	2,378	2,526	148	Benefits = 28% of salaries.
Project Funded/Term Employees	548	595	624	29	
Exhibit Group	835	840	932	92	COFAM operating positions 87.5
Exhibit Program Temporary Labor	313	297	198	(99)	City positions 85.5
16) Development					Total positions 173
Development - General	527	545	612	67	
Membership	488	376	402	26	
17) Administration					
Administration General	1,232	1,232	1,271	39	
Operations Group	337	305	323	18	
New deYoung Planning	177	-	-	-	
18) Marketing					
Media Relations & Advertising	295	204	284	80	
Stores	556	411	386	(25)	
Facilities Rental	203	73	78	5	
Subtotal Personnel	7,867	7,257	7,636	379	

COFAM FISCAL YEAR 2000 - 01 OPERATING BUDGET DRAFT

$ in thousands	(1) FY 98-99 Actual	(2) FY 99-00 Original Budget	(3) FY 00-01 Proposed 5/26/00	(4) Variance Proposed to Original Budget	Notes
EXPENSES					
Personnel Expenses					Professional/Managerial increase at 4% merit pool.
15) Curatorial					Union wage increases: 3% at 7/1/00; 2.5% at 1/1/00 = 4.29% annualized.
Curatorial/Conservation/Education	2,356	2,378	2,526	148	Benefits = 28% of salaries.
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COFAM FISCAL YEAR 2000 - 01 OPERATING BUDGET DRAFT

$ in thousands	(1) FY 98-99 Actual	(2) FY 99-00 Original Budget	(3) FY 00-01 Proposed 5/26/00	(4) Variance Proposed to Original Budget	Notes
Other Expenses					See Appendix i pages 14 through 20 for details.
19) Curatorial					
Curatorial/Conservation/Education	579	709	567	(142)	
Publications	(9)	85	50	(35)	
Exhibit Group	98	132	110	(22)	
Exhibit Program	2,611	1,224	947	(277)	
20) Development					
Development - General	747	584	638	54	
Art Point	118	111	110	(1)	
Benefits	8	99	76	(23)	
Membership	538	462	565	103	
Magazine / Guide	251	337	321	(16)	
21) Administration					
Administration General	1,189	1,114	1,097	(17)	
Operations Group	582	620	583	(37)	
New deYoung Planning	539	-	-	-	New deYoung to Plant Fund.
22) Marketing					
Media Relations & Advertising	424	472	464	(8)	
Stores	152	94	58	(36)	
Facilities Rental	118	199	185	(14)	
Subtotal Other Expenses	7,945	6,240	5,771	(469)	
23) City Partial Reimbursement for Education Program / Administration and Building Operation Expenses		(596)	(243)	353	COFAM reimbursement from City cut to balance City budget.
Total Expenses	15,812	12,901	13,164	263	
SUPPORT & REVENUE OVER EXPENSES	**242**	**492**	**(158)**	**(650)**	
EARLY RETIREMENT CHARGES	(344)	(61)		61	
EARLY RETIREMENT HEALTH COVERAGE	(105)		-	-	
LESS PLANT FUND DEPRECIATION	(315)	(325)	(325)	-	
THE BOTTOM LINE	(522)	106	(483)	(589)	

Appendix "A" Annual Contributions

$ in thousands

Contribution Categories	(1) FY 91-92 Actuals	(2) FY 92-93 Actuals	(3) FY 93-94 Actuals	(4) FY 94-95 Actuals	(5) FY 95-96 Actuals	(6) FY 96-97 Actuals	(7) FY 97-98 Actuals	(8) FY 98-99 Actuals	(9) FY 99-00 Goals	(10) FY 00-01 Goals
1) Associates ($5,000 and up)	888	968	928	1,002	1,066	1,416	2,059	1,599	1,550	1,600
2) Patrons ($2,500 - $5,000)	0	0	0	0	25	68	100	129	130	175
3) Friends ($1,000 - $2,500)	165	162	166	212	360	394	399	456	475	480
4) National Council/Other	85	7	10	18	49	61	62	61	60	60
5) Mail Drive	181	163	170	109	182	114	146	143	105	100
6) Phone Campaign	190	140	92	120	11	77	10	96	95	
7) Business	108	127	64	71	98	117	132	122	150	150
8) Foundations	64	54	59	91	88	79	134	88	100	100
	1,681	1,621	1,489	1,623	1,879	2,326	3,042	2,694	2,665	2,665

APPENDIX [redacted] SPECIFIED FUND REVENUE - FISCAL YEAR 2000-01

DESCRIPTION	Project #	BUDGET	SOURCE
CURATORIAL			
AMERICAN ART PERSONNEL COSTS		249,805	ROOT
CONSERVATION PERSONNEL (25% PTGS/OBJECTS)		63,145	ROOT
AMERICAN ART NON-AAA MICROFILM AND BOOKS	750	1,000	PERRY/BARCLEY
LIBRARY		1,365	LIBRARY FUND (FAMF)
EUROPEAN FURNITURE CONSERVATION	786	7,500	VIELLES MAISON $1.6K, SCHUMACHER - $2.8K, TIBURON - $1.3K , VARIOUS - $1K
CONSERVATION SUPPORT		34,503	COOK - (FAMF)
RARE BOOK AND PORTFOLIO STORAGE	825	20,000	McNEIL
TAC CONSERVATION INTERN	742	3,000	TAC
PAINTING CONSERVATION INTERN TRAVEL		8,000	AUSTRAILIAN TOUR NET
TOTAL CURATORIAL		388,318	
PUBLICATIONS			
ANDERSON COLLECTION	364	50,000	MELLON ENDOWMENT INCOME
		50,000	
EXHIBITIONS			
BRUCE CONNER	178	26,775	ROOT
TAPESTRY EXHIBITION	123	7,530	BENNET - $2K, HECKSHER - $5.5K
KINGDOM OF EDWARD HICKS	106	150,000	ROOT
TO BE RAISED		100,000	
TOTAL EXHIBITIONS		284,305	
EDUCATION PROGRAMS			
EDUCATION PROGRAM - GENERAL		115,000	CAC
SCHOOL PROGRAM - GENERAL		36,500	HEARST - $21.5k, McMICKING - $15K
POET IN THE GALLERIES	734	24,000	CAC - $5K, HARRISON - $16K, HEARST - $3K
MUSEUM AMBASSADORS		71,000	ADAMS - $56, HEARST - $15K
DOING AND VIEWING		1,500	CAC - $1,500
BRADLEY ORGAN CONCERTS AND LECTURES	701	32,300	BRADLEY FUND
TOTAL EDUCATION		280,300	
GENERAL			
de YOUNG TUESDAYS	719	10,000	ESSEY
de YOUNG FIRST WEDNESDAY EVENINGS	714	17,000	ESSEY
SF FOUNDATION de YOUNG MARKETING		50,000	SF FOUNDATION
TOTAL GENERAL		77,000	
GRAND TOTAL		1,079,923	

Exhibition Program FY 00-01

	In-House Exhibitions	Venue	(1) Runs		(2) Cost	(3) Gifts and Grants	(4) Income	(5) Nets	
	Legion of Honor								
1	Recent Acquisitions from AGFA (148)	L	06-Apr-00	06-Aug-00	$ -			0	0
2	Wayne Thiebaud (144)	L	10-Jun-00	03-Sep-00	$ 23,302		76,440 175/hr adm-60%pd @$2.00	53,138	0
3	Logan Book Room (3 rotations) (165)	L	ongoing	ongoing	$ 7,000			(7,000)	0
4	Berolzheimer Old Master Prints	L	09-Sep-00	10-Dec-00	$ 10,950			(10,950)	0
5	Anderson Collection of Graphic Arts (146)	L	07-Oct-00	31-Dec-00	$ 118,425			(118,425)	0
6	Triumph of Fortitude (123)	L	16-Dec-00	01-Dec-00	$ 7,770	7,530 Bennet, Hacksher		(240)	0
7	Recent Acquisitions Contemporary Art AGFA	L	23-Dec-00	15-Apr-01	$ 6,950			(6,950)	0
8	Prints in Bloom	L	27-Jan-01	06-May-01	$ 10,450			(10,450)	0
9	Show X	L	01-Feb-01	30-Apr-01	$ 125,000			(125,000)	0
10	Boquets to Art	L	13-Mar-01	16-Mar-01	$ -			0	0
11	19th Century Photography	L	18-Apr-01	19-Aug-01	$ 10,450			(10,450)	0
12	Ed Ruscha	L	26-May-01	09-Sep-01	$ 10,450			(10,450)	0
13	Henry Moore (110)	L	24-Jun-01	16-Sep-01	$ 315,583		9,555 Admissions 175 per hr 60% paid $2.00	(306,008)	0
	De Young								
14	Bruce Conner: 2000BC (178)	D	20-May-00	30-Jul-00	$ 26,775	26,775 Root		0	0
15	Leonard Baskin (131)	D	27-May-00	27-Aug-00	$ -			0	0
16	Crown Point rotations	D	ongoing	31-Dec-00	$ 500			(500)	0
17	John Gutmann Bequests (137)	D	06-Sep-00	31-Dec-00	$ 9,800			(9,800)	0
18	Textiles from Four Continents (138)	D	22-Jul-00	31-Dec-00	$ 25,410			(25,410)	0
19	The Kingdoms of Edward Hicks (106)	D	24-Sep-00	31-Dec-00	$ 162,743	150,000 Root		(12,743)	0
20	Art for Elders	D	27-Sep-00	08-Oct-00	$ 2,500			(2,500)	0

Continued..

Exhibition Program FY 00-01

		venue	(1) Runs		(2) Cost		(3) Gifts and Grants		(4) Income		(5) Nets	
	In-House Exhibitions											
21	Obata (tentative)	D	01-Oct-00	31-Dec-00	$ 23,228						(23,228)	0
22	Herzog and de Meuron (126)	D	ongoing	31-Dec-00	$ 1,500						(1,500)	0
23	City Hall (153)		ongoing	30-Jun-00	$ 10,000						(10,000)	0
24	Grants and Gifts To Be Raised						100,000				100,000	
			Subtotal In-House Exhibits		$ 908,766	-	284,305	-	85,995	-	(538,466)	0
	FAM Travelling Exhibitions		Runs		Cost		Gifts and Grants		Income		Nets	
25	Gantner Myer to National Geographic		28-Jun-00	14-Aug-00	$ 10,000				40,000		30,000	0
26	Charles Jones to Chicago		09-Sep-00	29-Oct-00	$ 6,500				6,500		0	0
	to ICP, NY		01-Mar-00	01-May-00	$ 6,500				6,500		0	0
27	Thiebaud to Ft. Worth Modern Art Museum		24-Sep-00	14-Jan-01	$ 132,500				195,000		62,500	0
	to The Phillips		10-Feb-01	29-Apr-01								
	to Whitney Museum of American Art		28-Jun-01	23-Sep-01								
28	Anderson 2000 to Palm Springs		17-Jan-01	25-Mar-01	$ 30,800				20,300		(10,500)	0
29	American Paintings		TBD	TBD	$ 50,000				0		(50,000)	0
30	Airport Exhibitions		TBD	TBD							0	0
	Subtotal Traveling Tours				$ 236,300	0	0	0	268,300	0	32,000	0
	Total In House and Traveling Exhibitions				$ 1,145,066	0	284,305	0	354,295	0	(506,466)	0
	Temporary Exhibition Personnel Costs =					113,914						
	Other Expense =					906,152						
						1,020,066						

APPENDIX D - STORES REVENUE PROJECTIONS: - FY 2000-01

1. DeYOUNG STORE

DOLLARS PER HEAD BASED ON 7/99 -3/00 ACTUALS		$1.77
DEYOUNG VISITORS PROJECTION (7/1 - 12/31/00)		250,000
DeYOUNG SALES	442,500	
DISCOUNTS @ 6%	(26,550)	
COGS @51%	(225,675)	
NET DeYOUNG SALES	190,275	

2. LEGION STORE

DOLLARS PER HEAD BASED ON 7/99 -3/00 ACTUALS		$2.00
LEGION VISITORS PROJECTION		385,000
LEGION SALES	770,000	
DISCOUNTS @ 5%	(38,500)	
COGS @49%	(377,300)	
NET LEGION SALES	354,200	

3. MERCHANDISING SALES

WHOLESALE	100,000
COGS @ 63%	(63,000)
COMMISSIONS @ 9%	(9,000)
	28,000
ROYALTIES	4,850

4. THIEBAUD 7/00-8/00

DOLLARS PER HEAD		$3.00
THIEBAUD VISITORS PROJECTION		63,700
THIEBAUD SALES	191,100	
DISCOUNTS @ 3%	(5,733)	
COGS @ 55%	(105,105)	
NET PROFIT ON SALES	80,262	

5. TOTAL STORE SALES

SALES	1,508,450
DISCOUNTS @ 5%	(70,783)
COGS @ 53%	(771,080)
COMMISSIONS & ROYALTIES	(9,000)
TOTAL NET SALES	657,587
PERSONNEL COSTS	379,659
OTHER EXPENSES	57,500
TOTAL EXPENSES	437,159
NET PROFIT FROM OPERATIONS	220,428

SELECTED EXHIBITION GROSS STORE SALES PER VISITOR

GREAT DUTCH PAINTINGS 2/91 - 5/91	1.73
ARMS AND ARMOR 2/92 - 5/92	2.49
TEOTIHUACAN 5/93 - 10/93	2.27
DEAD SEA SCROLLS 2/94 - 6/94	2.45
MONET AT GIVERNY 3/95 - 6/95	6.35
AUDUBON 2/96 - 4/96	2.40
FABERGE 5/96 - 7/96	8.06
BEAT CULTURE 10/96 - 12/96	1.69
LARCO - PERU 5/97 - 8/97	3.75
UTRECHT 9/97 - 11/97	1.65
HARLEM 1/98 - 3/98	3.51
PICASSO 11/98 - 1/99	3.61
IMPRESSIONISTS IN WINTER 1 - 5/99	5.92
O'KEEFFE 2 - 5/00	5.19

APPENDIX E - ADMISSIONS REVENUE - FY 2000-01

PER VISITOR REVENUE ASSUMPTIONS

deYoung revenue based on $2.40 per visitor. Based on actuals July 1999 - April 2000.

Legion revenue based on $3.86 per visitor. Based on actuals July 1999 - April 2000.

ADMISSION FEES	Legion	deYoung/ Asian
Adult	$8	$7
Senior	6	5
Youth	5	4
Annual Student Pass	10	10
Children under 12	Free	Free

VISITOR PROJECTIONS	Jul-00	Aug-00	Sep-00	Oct-00	Nov-00	Dec-00	Jan-01	Feb-01	Mar-01	Apr-01	May-01	Jun-01	FAM Totals
DEYOUNG VISITORS	50,000	50,000	40,000	25,000	35,000	50,000	10,000	10,000	10,000	10,000	10,000	10,000	250,000
ATTRACTIONS	China Conner	China	China 50%	Hicks	Hicks	Hicks The End	Closed	Closed	Closed	Closed	Closed	Closed	
LEGION VISITORS	40,000	40,000	25,000	25,000	25,000	25,000	25,000	40,000	45,000	40,000	25,000	30,000	385,000
ATTRACTIONS	Thiebaud	Thiebaud		Anderson	Anderson	Anderson		Show X	Show X Bouquets	Show X		Moore(one week)	
												TOTALS	635,000

REVENUE CALCULATIONS

DEYOUNG ADMISSIONS REVENUE	$120,000	$120,000	$96,000	$60,000	$84,000	$120,000	$24,000	$24,000	$24,000	$24,000	$24,000	$24,000	$744,000
LESS DEYOUNG ADMISSIONS EXPENSE	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(94,980)
DEYOUNG ADMISSIONS NET	112,085	112,085	88,085	52,085	76,085	112,085	16,085	16,085	16,085	16,085	16,085	16,085	649,020
LEGION ADMISSIONS REVENUE	154,400	154,400	96,500	96,500	96,500	96,500	96,500	154,400	173,700	154,400	96,500	115,800	1,486,100
LESS LEGION ADMISSIONS EXPENSE	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(94,980)
LEGION ADMISSIONS NET	146,485	146,485	88,585	88,585	88,585	88,585	88,585	146,485	165,785	146,485	88,585	107,885	1,391,120
COFAM SHARE OF GENERAL ADMISSIONS = 100% Legion and 50% deYoung/Asian	202,526	202,528	132,826	114,628	126,628	144,626	88,585	146,485	165,785	146,485	88,585	107,885	1,667,375
CUMULATIVE	202,526	405,055	537,883	652,310	776,938	923,565	1,012,150	1,158,635	1,324,420	1,470,905	1,559,490	1,667,375	1,667,375
AAM SHARE OF GENERAL ADMISSIONS = 50% deYoung Asian	56,043	56,043	44,043	26,043	38,043	56,043	16,085	16,085	16,085	16,085	16,085	16,085	372,765
CUMULATIVE	56,043	112,085	156,128	182,170	220,213	276,255	292,340	308,425	324,510	340,595	356,680	372,765	

Recent Attendance	Legion	deYoung/Asian	Totals
FY 93-94 Actual	0	606,586	606,586
FY 94-95 Actual	0	882,138	882,138
FY 95-96 Actual	406,482	491,206	897,688
FY 96-97 Actual	352,450	570,900	923,350
FY 97-98 Actual	357,153	314,943	672,096
FY 98-99 Actual	415,446	333,735	749,181 + 139,416 Impressionism @ YBG Center for Arts = 888,597 visitors
FY 00-01 Projections	521,251	314,733	835,984

Exhibition Assumptions

Thiebaud — Legion 6/10/00 - 9/3/00 — 175 visitors / hour = 63,700 attendance with 60% paid during fiscal year 00-01.

APPENDIX "[illegible] FOOD AND BEVERAGE CONCESSION FEES PROJECTION - FY 2000-01

CAFE SALES PER PERSON BASED ON JULY 1999- MARCH 2000

DeYOUNG	$1.37
LEGION	$1.64

CAFE CATERING PER MONTH BASED ON JULY 1999 - MARCH 2000 AVERAGE

DeYOUNG	$1,900
LEGION	$43,000

MONTH	DeYOUNG ATTENDANCE	DeYOUNG SALES	DeYOUNG CATERING	TOTAL DeYOUNG	LEGION ATTENDANCE	LEGION SALES	LEGION CATERING	TOTAL LEGION
JULY	50,000	$68,500	$1,900	$70,400	40,000	$65,800	$43,000	$108,800
AUGUST	50,000	68,500	$1,900	70,400	40,000	65,800	$43,000	108,800
SEPTEMBER	40,000	54,800	$1,900	56,700	25,000	41,000	$43,000	84,000
OCTOBER	25,000	34,250	$1,900	36,150	25,000	41,000	$43,000	84,000
NOVEMBER	35,000	47,950	$1,900	49,850	25,000	41,000	$43,000	84,000
DECEMBER	50,000	68,500	$1,900	70,400	25,000	41,000	$43,000	84,000
JANUARY	CLOSED	CLOSED	CLOSED	CLOSED	25,000	41,000	$43,000	84,000
FEBRUARY				0	40,000	65,800	$43,000	108,800
MARCH				0	45,000	73,800	$43,000	116,800
APRIL				0	40,000	65,800	$43,000	108,600
MAY				0	25,000	41,000	$43,000	84,000
JUNE				0	30,000	49,200	$43,000	92,200
TOTALS	250,000	$342,500	$11,400	$353,900	385,000	$631,400	$516,000	$1,147,400

CONCESSION FEE SCHEDULE
FISCAL YEAR 2000/01

MONTH	CONCESSION FEES @ 6%	TOTAL REVENUE OVER $55K	CONCESSION FEES @ 10%	TOTAL CONCESSION FEES
JULY	$3,300	$124,000	$12,400	$15,700
AUGUST	3,300	124,000	12,400	15,700
SEPTEMBER	3,300	85,700	8,570	11,870
OCTOBER	3,300	65,150	6,515	9,815
NOVEMBER	3,300	78,850	7,885	11,185
DECEMBER	3,300	99,400	9,940	13,240
JANUARY	3,300	29,000	2,900	6,200
FEBRUARY	3,300	53,600	5,360	8,660
MARCH	3,300	61,800	6,180	9,480
APRIL	3,300	53,600	5,360	8,660
MAY	3,300	29,000	2,900	6,200
JUNE	3,300	37,200	3,720	7,020
TOTALS	$39,600	$841,300	$84,130	$123,730

MONTH	TOTAL SALES	TOTAL CATERING	TOTAL REVENUE
JULY	$134,100	$44,900	$179,000
AUGUST	134,100	44,900	179,000
SEPTEMBER	95,800	44,900	140,700
OCTOBER	75,250	44,900	120,150
NOVEMBER	88,950	44,900	133,850
DECEMBER	109,500	44,900	154,400
JANUARY	41,000	43,000	84,000
FEBRUARY	65,800	43,000	108,800
MARCH	73,800	43,000	116,800
APRIL	65,800	43,000	108,600
MAY	41,000	43,000	84,000
JUNE	49,200	43,000	92,200
TOTALS	$973,900	$527,400	$1,501,300

Appendix G - Membership Revenue Based on 40,000 Count

Member Category	FY 98/99 % of Total	FY 99/00 @ 4/30/00 % of Total	Info Services Report @ 4/30/00 % of Total	Average % of Total	40,000 Members	Rates	Total Membership Income
Senior	36.0%	28.2%	28.2%	30.8%	12,320	$40	$492,800
Participating	38.8%	36.3%	36.3%	37.1%	14,853	60	891,200
Contributing	9.0%	8.6%	8.3%	8.6%	3,453	125	431,667
Donor	1.9%	2.1%	1.9%	2.0%	787	250	196,667
Sponsor	0.3%	0.4%	0.3%	0.3%	139	500	69,333
Family	13.2%	13.6%	13.5%	13.4%	5,373	70	376,133
Teacher/Out of Region		10.1%	9.8%	6.6%	2,653	35	92,867
Art Point	0.8%	0.7%	1.7%	1.1%	427	75	32,000
Totals	100.0%	100.0%	100.0%	100.0%	40,005		$2,582,667

	DESCRIPTION	(1) FY 99/00 BUDGET	(2) FY 00/01 PROJECTIONS	(4) VARIANCE (2) - (1)
1	LOCATION USE AND ART LOAN FEES	25,000	25,000	0
2	PHOTO SALES	35,000	37,000	2,000
3	AIRPORT FEES	24,000	12,000	(12,000)
4	DONATIONS (FREE FIRST WEDNESDAYS, ETC	15,000	12,000	(3,000)
5	COAT CHECK	6,000	1,500	(4,500)
6	ADULT ED PROGRAMS	8,500	6,480	(2,020)
7	DOCENT FEES/TOURS	35,000	30,000	(5,000)
8	PUBLICATION ROYALTIES	500	500	0
9	MEMBERSHIP DONATIONS	45,000	60,000	15,000
10	AUDIO TOUR - LEGION	1,200	1,200	0
11	OTHER	65,000	50,000	(15,000)
	TOTALS	260,200	235,680	(24,520)

Appendix "I" -- COFAM Other Expense Summary FY 2000-01

Division / Departments	(1) FY 1998-99 Actuals	(2) FY 1999-00 Rolling Forecast	(3) Department Requested FY 2000-01	Proposed FY 2000-01	(4) FY 2000-01 Spec Fnd or Fee Covg	(5) Equipment Purchases Over $1K	(6) Notes
Curatorial / Conservation							
101 Office of the Chief Curator	51,396	57,500	57,500	57,500			
101-861 Ancient Art & Interpretation	987	1,800	2,000	1,000			
101-808 Legion Video		5,000	-	-			
103 Library	39,568	36,135	36,735	36,735			
104 Registration	47,600	41,325	28,695	28,695		10,175	
104-743 Registration: Loans Out - Reimbursable	2,495	10,000	10,000	10,000	10,000		Borrowing institutions' fees
104-811 Registration: Acquisitions Freight	8,424	10,000	10,000	10,000			
105 Permanent Collection Maintenance	4,106	5,000	5,000	5,000			$12K - Personnel
105-791 Guarnerius Violin Display Case	-	14,429	-	-			
106 Photo Services	9,492	10,000	14,000	12,000		5,000	
106-778 Collection Digitization	15,916	30,000	1,000	1,000		48,000	
106-816 American Collection Digitization	13,722	-	-	-			
106-952 Thinker.org	40,379	31,200	40,000	40,000			
111 European Art	1,314	1,750	1,750	1,750			
112 American Art	4,036	500	1,000	1,000	500		Root
112-736 American Art Study Center	8,529	2,100	1,300	1,300			
112-750 Archives of American Art	3,104	2,000	2,000	2,000	2,000		Barcley Fund
112-813 American Art: Demuth Catalogue Research	-	-	-	-			
113 Textiles	3,067	1,503	1,550	1,550		2,115	
113-730 McCoy Jones Project	7,840	51,143	28,450	28,450			
113-769 Wiedersperg Carpet Prep	3,810	-	-	-			
113-796 Central Asian Textile Video		3,000	-	-			
115 Achenbach	8,905	8,500	12,150	9,000		3,000	

Appendix "I" -- COFAM Other Expense Summary FY 2000-01

Division / Departments	(1) FY 1998-99 Actuals	(2) FY 1999-00 Rolling Forecast	(3) Department Requested FY 2000-01	Proposed FY 2000-01	(4) FY 2000-01 Spec Fnd or Fee Covg	(5) Equipment Purchases Over $1K	(6) Notes
115-825 Rare Book and Portfolio Care	40	25,000	20,000	20,000	20,000		McNeil
115-795 Anderson Multi Media	6,500	11,500	8,500	8,500			
117 AOA	2,433	990	990	990			
117-771 AOA: Stele - Installation	3,260	7,000	-	-			
121 Paintings Conservation	10,770	10,800	13,100	13,100	8,000		Australian venues
121-765 Da Sesto Painting Conservation	3,062	3,253	-	-			
122 Textiles Conservation	7,512	6,270	6,300	6,300			
122-727 Prudence Tapestry Conservation	1,920	-	-	-			
122-739 Tex Consv: Contract Work	6,724	5,000	-	5,000	5,000		Lab fees
122-748 Tex Consv: Storage Pest Control	1,156	2,970	750	1,500			
122-749 Tex Consv: Textile Storage Boxes	5,305	-	-	-			
122-738 Jones Collection Moth Murders		17,000	-	-			
123 Paper Conservation	7,257	3,900	4,400	4,400		2,500	
123-744 Paper Conservation -- Regional Lab	2,239	5,000	16,300	5,000	5,000		Lab fees
124 Objects Conservation	1,837	7,150	7,150	7,150			
124-740 Objects Consv: Contract Work	8,999	9,150	15,000	15,000	15,000		Lab fees
124-786 Upholstery Fund	0	2,150	9,350	9,350	7,500		Vielles Maison, Tiburon Auxiliary and Various
124-788 Objects Consv: Ormolu Conservation	982	-	-	-			
124-790 Objects Consv: Airport Exhibition Projects	24,481	36,800	96,800	26,800	26,800		Airport
124-767 McNeil/Rosenberg Projects		25,000	-	-			
Subtotal Curatorial and Conservation	369,167	501,618	451,770	370,070	99,800	70,790	
Education							
131 Ed: School Program	42,416	42,642	42,900	42,900	18,000		Hearst
132-732 Education Department Benefit	14,321	-	-	-			
131-734 Ed: Poet-In-The-Galleries	11,070	8,400	24,000	24,000	24,000		CAC, Harrison

Appendix "I" -- COFAM Other Expense Summary FY 2000-01

Division / Departments	(1) FY 1998-99 Actuals	(2) FY 1999-00 Rolling Forecast	(3) Department Requested FY 2000-01	Proposed FY 2000-01	(4) FY 2000-01 Spec Fnd or Fee Covg	(5) Equipment Purchases Over $1K	(6) Notes
131-746 Ed: Trustees Education Committee	306	648	1,448	648			
131-756 Ed: Gallery 1 Education Room	65	1,000	7,000	1,000			CAC (State Legislature)
131-757 Ed: Youth Arts Festival	21,294	25,000	-	-			$2.1K - Personnel
131-762 Ed: Teachers Resource Center	2,912	23,750	5,000	3,000			
131-793 Ed: Reading Rooms	-	1,560	-	-			$0.8K - Personnel
131-801 Ed: Artists' Studio	-	30,500	35,500	3,400	3,400		CAC (State Legislature) - de Young closes 12/31/00
131-827 Ed: College Slides	-	12,500	-	-			McNeil
133 Ed: Museum Ambassadors	9,599	7,800	9,000	7,800	7,800		Adams, Hearst, CAC, Lurie, GAP, Puffin, Gellert - $47.2K - Personnel
134 Ed: Trucks/Classes/Demos	1,904	3,330	2,630	1,000			$31.8K - Personnel
134-798 Ed: Doing & Viewing - deYoung	5,432	6,660	2,790	1,000			
134-799Ed: Doing & Viewing - Legion	2,348	2,540	6,140	1,000			
135 - Adult Education Programs	45,461	36,738	75,020	43,180	12,130		NEA and Fees
135-701 Ed: Legion Organ Concerts	25,018	20,000	32,300	32,300	32,300		Bradley fund
141 Ed: Docent Council - General	18,865	20,390	19,140	19,140	3,000		Asian Art Museum reimbursement for administrative costs.
142 Ed: Docent Council - Western	6,176	7,790	10,550	10,550			Docent tour and lecture fees budgeted @ $35K
143 Ed: Docent Council - AOA	3,052	5,380	6,080	6,080			
Subtotal Education	210,259	256,628	279,498	196,998	100,630	0	
Curatorial / Conservation / Education	579,426	758,248	731,268	567,068	200,430	70,790	
Publications							
102-XXX Publications: Works-In-Progress	(8,602)	110,000	50,000	50,000	50,000		Mellon
Exhibit Group							
231 Exhibit Planning	29,935	27,000	58,100	35,000			
232 Graphic Design	14,237	15,400	12,945	12,945		9,500	
233 Technicians	42,605	81,889	48,874	48,874		11,925	

Appendix "I" -- COFAM Other Expense Summary FY 2000-01

Division / Departments	(1) FY 1998-99 Actuals	(2) FY 1999-00 Rolling Forecast	(3) Department Requested FY 2000-01	Proposed FY 2000-01	(4) FY 2000-01 Spec Fnd or Fee Covg	(5) Equipment Purchases Over $1K	(6) Notes
233-794 Exhibition Lighting	11,023	27,680	17,080	13,080		1,500	
Subtotal Exhibition Group	97,800	131,969	136,999	109,899		22,925	
Exhibit Program							
24X-XXX Exhibit Program	2,610,896	1,220,775	2,190,519	935,720	274,300		Appendix "C" for details. "Proposed" column is cost without Vatican.
Subtotal Curatorial Division	3,279,520	2,220,990	3,108,786	1,662,687	524,730	93,715	
DEVELOPMENT DIVISION							
Development General							
301 Office of the Dep Dir Development	81,625	49,060	43,560	43,560			
302 Government/Foundation Grants	3,908	2,675	2,775	2,775			
303 Corporate Fundraising	22,809	9,000	6,100	6,100			
311 Individual Support Under $5,000	444	8,082	17,550	17,550			
312 Mail Campaign	63,341	54,000	34,000	34,000			
313 Friends and Patrons ($1,000 - $4,999)	1,659	-	-	-			See 311 - Individual Support Under $5,000
314 Phone Campaign	43,777	55,000	38,250	38,250			
321 Associates ($5,000 up)	7	8,825	21,350	21,350			
322 Trips	232,642	212,500	240,000	240,000	240,000		Trip fees
323 Nat'l Council	5,748	6,311	7,670	7,670			
331-XXX FAM Development Events	180,932	191,438	227,175	227,175			Includes exhibition openings.
332-XXX Exhibition Openings	109,713	-	-	-			
Subtotal Development	746,605	598,891	638,430	638,430	240,000		
Benefits/ Art Point							
305 Art Point	118,290	110,510	110,415	110,415	110,415		Revenue from events
333 -FAM Benefits	8,401	65,515	76,000	76,000	76,000		Holiday Party
Subtotal Benefits/Art Point	126,691	176,025	186,415	186,415	186,415		

Appendix "I" -- COFAM Other Expense Summary FY 2000-01

Division / Departments	(1) FY 1998-99 Actuals	(2) FY 1999-00 Rolling Forecast	(3) Department Requested FY 2000-01	Proposed FY 2000-01	(4) FY 2000-01 Spec Fnd or Fee Covg	(5) Equipment Purchases Over $1K	(6) Notes
MEMBERSHIP SERVICES							
341 Membership General	197,640	173,100	207,300	207,300			
342 Members Events	55,471	40,200	66,400	66,400			
343 Membership Promotion	289,569	229,000	264,500	264,500			
351 Data Base Services	15,387	19,672	26,760	26,760		8,900	
Subtotal Membership	538,067	461,972	564,960	564,960		8,900	
362-3 Member Magazine	94,965	188,000	135,000	135,000			
363-7 Members' Guide	155,736	149,000	186,000	186,000			
Subtotal Members' Publications	250,701	337,000	321,000	321,000			
Subtotal Development Division	1,662,064	1,573,868	1,710,805	1,710,805	426,415	8,900	
ADMINISTRATIVE DIVISION							
Administration General							
401 Office of the Director	87,431	77,000	54,500	54,500	1,359		Essey
402 Audience Development	58,386	25,000	12,000	12,000			
402-829 Veteran's Day Celebration			13,000	13,000			
422 Gould Theater	8,885	10,000	11,400	5,000			
456-710 de Young First Wednesday Nights	28,822	32,090	16,000	16,000	15,000		Essey Fund
441 Accounting -- General	156,291	141,550	145,670	145,670		7,506	IBM AS400 lease
442 Admissions - de Young	4,538	2,500	3,992	5,000			
442 Admissions - Legion	4,975	4,500	8,000	8,000			
451 Administration -- General	811,829	668,024	606,815	606,815		26,000	
454 Legion Administrator / Maintenance & Repair	31,904	28,600	39,500	29,500		1,500	
454-806 Legion Tuesdays	86,526	88,400	135,000	125,000			

Appendix "I" -- COFAM Other Expense Summary FY 2000-01

Division / Departments	(1) FY 1998-99 Actuals	(2) FY 1999-00 Rolling Forecast	(3) Department Requested FY 2000-01	Proposed FY 2000-01	(4) FY 2000-01 Spec Fnd or Fee Covg	(5) Equipment Purchases Over $1K	(6) Notes
454-719 de Young Tuesdays	96,572	100,000	66,000	65,000	17,000		Essey Fund
456 Human Resources / de Young Administrator	-	11,500	3,000	3,000		5,000	
471 Board of Trustees	12,928	8,310	8,310	8,310			
Subtotal Administration	1,189,087	1,197,474	1,123,187	1,096,795	33,359	40,006	
Operations Group							
202 Warehouse	181,043	170,406	170,322	170,322			40% of Warehouse costs charged to de Young Project.
203 Security	50,641	50,720	52,500	39,170			
204 Engineering -- de Young	34,969	33,000	13,725	13,725			
204-818 Engineering -- Legion	29,879	44,025	55,770	55,770			
208-614 233 Post, Floors Mezzanine 2, 3, 5 & 8	168,921	173,854	175,205	175,205			4th Floor charged to New de Young project.
211 Courier Vehicle Op	1,398	3,100	950	950			
212 Health and Safety	3,065	3,850	2,700	2,500			
214 Pest Control	13,983	12,690	14,490	14,490			
215 Custodial - de Young	40,246	36,495	31,017	31,017			
215-819 Custodial - Legion	52,549	74,888	59,815	59,815			
218 Visitor Services - General	21	500	350	350			
217 Volunteer Council	8,725	8,302	7,800	7,800			
218 Flower Committee	11,966	12,000	9,000	8,000			
219 - ADA Disabled	5,150	5,085	3,850	3,850			
Subtotal Operations Group	582,356	628,715	597,494	582,964			
New deYoung Planning	539,607	-	-	-			To Plant Fund FY 99/00
Subtotal Administrative Division	2,311,050	1,826,189	1,720,681	1,879,759	33,359	40,006	

Appendix "I" -- COFAM Other Expense Summary FY 2000-01

Division / Departments	(1) FY 1998-99 Actuals	(2) FY 1999-00 Rolling Forecast	(3) Department Requested FY 2000-01	Proposed FY 2000-01	(4) FY 2000-01 Spec Fnd or Fee Covg	(5) Equipment Purchases Over $1K	(6) Notes
MARKETING AND COMMUNICATIONS							
501 Marketing General	-	-	27,500	12,200			
501-722 SF Foundation de Young Marketing	-	50,000	50,000	50,000	50,000		SF Foundation - Old de Young Promotion
511 Media Relations	57,098	49,500	52,450	52,450			
Subtotal Media Relations	57,098	99,500	129,950	114,650	50,000		
ADVERTISING							
512 Promotional Brochures	12,911	22,000	20,000	15,000			
514 Institutional Advertising	69,525	150,000	107,700	100,000			
515-XXX Exhibition Advertising	282,092	240,000	224,000	224,000			
516 Advertising General	3,074	10,000	21,000	10,000			
Subtotal Advertising	367,602	422,000	372,700	349,000			
Subtotal Marketing and Communication	424,700	521,500	502,650	463,650	50,000		
Stores							
461-5 Museum Stores	151,742	90,000	52,200	52,200		50,000	
463 Product Development	75	4,320	5,300	5,300			
Sutotal Stores	151,817	94,320	57,500	57,500		50,000	
334 Facilities Rentals	118,657	199,254	185,400	185,400			
Subtotal Marketing Division	695,174	815,074	745,550	706,550	50,000	50,000	
Grand Totals	**7,947,808**	**6,436,141**	**7,285,822**	**6,759,801**	**1,034,604**	**192,821**	

MEMBERS MEETING OF THE FINE ARTS MUSEUMS FOUNDATION

Thursday, June 8, 2000
4:15 p.m.[1]

Gallery 23
M. H. de Young Memorial Museum
Golden Gate Park
San Francisco, CA

Order of Business

I. Calling of the Meeting to Order – Charles Crocker, President

II. Calling of the Roll

Members
Del M. Anderson
Cheryl L. Bancroft
Alvin H. Baum, Jr.
Alix Phillips Becker
George McNear Bowles
Jamie Bowles
T. Robert Burke
Barbara B. Carleton
Barnaby Conrad III
Belva Davis, Vice President/Civic Affairs
Dagmar Dolby, Vice President/Annual Support
Richard P. Essey
Richard H. Finn, Vice President/Finance
Morgan Flagg
Tamara Fritz
Richard N. Goldman
Constance Goodyear
Nancy Hamon
George Hecksher
Beverly James
J. Burgess Jamieson
Ann L. Johnson, M.D.
Stephen L. Johnson

[1] Or such time as the FAMSF Board of Trustees and the COFAM Board of Trustees meetings end, but in no event before 4:15 p.m.

Members (continued)
Terrence Johnson
William R. Kimball
Diane B. Lloyd-Butler, Vice President/Audience Development
Nancy McBean
Nion McEvoy
J. Alec Merriam, Vice President/Collections
Lorna F. Meyer
Marianne H. Peterson
Josie Mooney
Robert P. Morrow III
Michael E. O'Neill
Shelagh Rohlen
George B. Saxe
Randolph R. Scott
Dolores G. Terrazas
Burl A. Toler, Sr.
Vivian Fei Tsen
Sidney R. Unobskey
Carlos Pedro Villa
Paul Violich
Lonna Wais
Margaret Wetzel
Nancy Willis
Diane B. Wilsey, President

III. Election of Trustee

Trustee for Election

J. Alec Merriam (first term)

The term is for two years and ten months and will expire in April 2003.

Trustees may succeed themselves in office, provided, however that no Trustee may be elected for more than three (3) consecutive terms.

Trustee for Election (continued)

The Foundation Board consists of 10 Trustee positions, which include an ex-officio voting position for the President of the Board of Trustees of the Corporation of The Fine Arts Museums.

Other Trustee members are:

	Term Expires
Diane B. Wilsey	Ex-officio member
Charles Crocker	April 2001 (third term)
Richard W. Goss II	October 2001 (first term)
Leonard E. Kingsley	April 2002 (third term)
Robert A. Mills	April 2001 (third term)
Steven Macgregor Read	April 2003 (first term)
George R. Roberts	April 2002 (second term)
Gail P. Seneca	April 2003 (second term)
Alfred S. Wilsey	April 2002 (third term)

IV. Report of the President – Charles Crocker

V. Adjournment – Charles Crocker, President

CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees

June 8, 2000

I. Calling of the Meeting to Order – Diane B. Wilsey, President

A meeting of the Board of Trustees of the Corporation of The Fine Arts Museums was held on Thursday, June 8, 2000, in Gallery 23 of the M. H. de Young Memorial Museum, Golden Gate Park, San Francisco. A quorum was present that being one-third of the number of Trustees in office. The meeting was called to order at 3:36 p.m. by Diane B. Wilsey, President.

President Wilsey presided; Mrs. Gough acted as Secretary.

II. Calling of the Roll

DOCUMENTS DEPT
SEP - 5 2000
SAN FRANCISCO
PUBLIC LIBRARY

The following Trustees were present:

Cheryl H. Bancroft
Alvin H. Baum, Jr.
Alix Phillips Becker
Jamie Bowles
Barbara B. Carleton
Barnaby Conrad III
Charles Crocker
Belva Davis, Vice President/Civic Affairs and Audience Development
Richard P. Essey
Morgan Flagg
Constance Goodyear
George Hecksher
Beverly James
Stephen L. Johnson
Terrence Johnson
William R. Kimball
Leonard E. Kingsley
Diane B. Lloyd-Butler, Vice President/Marketing and Communications
Nion McEvoy
J. Alec Merriam, Vice President
Lorna F. Meyer
Robert A. Mills
Josie Mooney
Robert P. Morrow III
Michael E. O'Neill
Marianne H. Peterson
Steven MacGregor Read

II. Calling of the Roll (continued)

The following Trustees were present (continued):

Randolph R. Scott
Vivian Fei Tsen
Carlos Villa
Paul Violich
Margaret Wetzel
Nancy Willis
Alfred S. Wilsey
Diane B. Wilsey, President

On motion, duly seconded and carried unanimously, the following Trustees were excused:

Del M. Anderson
George McNear Bowles
T. Robert Burke
Dagmar Dolby, Vice President/Annual Support
Richard H. Finn, Vice President/Finance
Tamara Fritz
Richard N. Goldman
Nancy Hamon
J. Burgess Jamieson
Ann L. Johnson, M.D.
Nancy McBean
Shelagh Rohlen
Dolores G. Terrazas
Burl A. Toler, Sr.
George B. Saxe
Sidney R. Unobskey
Lonna Wais

Other Trustees in attendance were:

Ruth Asawa
Robert J. Bransten
Nan Cook
Genevieve di San Faustino
George Hopper Fitch
William Fries, II
Frankie Jacobs Gillette
David R. Hoyer
Sylvia Kingsley
Stephanie MacColl

II. Calling of the Roll (continued)

Other Trustees in attendance were (continued):

Gail Merriam
Dodie Rosekrans
Katharine Doyle Spann
William A. Stimson
Florence Sue Wong

The following non-voting officers were present:

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Judy Gough, Secretary

III. Report of the President – Diane B. Wilsey

A. Consideration and Possible Action to Approve the Minutes of the May 11, 2000 Meeting of the Executive Committee

There being no discussion among the Trustees or members of the public, the minutes of the May 11, 2000 meeting of the Executive Committee of the Board of Trustees, having been mailed in advance to all Trustees, were unanimously approved.

B. Report on the Plans for a New de Young Museum in Golden Gate Park

President Wilsey advised that public testimony would be received following the presentations on the schematic drawings for a new de Young Museum and the landscape plan. She announced that the Environmental Impact Report is in process and will be published following certification by the San Francisco Planning Department.

1. Presentation of the Schematic Drawings for a New de Young in Golden Gate Park – Pierre de Meuron, Herzog & de Meuron Arkchitekten AG

President Wilsey noted the May 2-10, 2000 Associates trip to Switzerland included a visit with Herzog & de Meuron Architekten AG in Basel. The trip concluded in London with a preview of the remarkable Tate Gallery of Modern Art designed by Herzog & de Meuron. The Tate Modern opened to the public on May 11th amidst fanfare and positive reviews. President Wilsey introduced Pierre de Meuron, who proceeded to present the schematic drawings for a new de Young Museum in Golden Gate Park.

Since the presentation of the conceptual plan one year ago, the architectural team, including local architects Fong and Chan, have focused on developing the schematic drawings incorporating input received on the conceptual plan from staff,

B. Report on the Plans for a New de Young Museum in Golden Gate Park (continued)

1. Presentation of the Schematic Drawings for a New de Young in Golden Gate Park – Pierre de Meuron, Herzog & de Meuron Arkchitekten AG (continued)

Trustees, Museum constituents, public officials and the general public. Mr. de Meuron reviewed some of the fundamental elements of the design concept. The building is set on the Golden Gate Park Concourse across from the Academy of Sciences at a 40 degree angle to the city grid of San Francisco, viewed aerially. The building is a low-rise structure with a tower, which strives to merge nature and culture.

Mr. de Meuron made the following points:

The Museum will be open to the public in every sense. There is a main court in the center of the building where orientation to the entire museum including all of the galleries is possible. Each of the collections can be directly accessed from the main court, and the public will be able to walk through the building on the ground level without charge.

The ground floor public areas will be visible from the outside of the building and include the café; the Family Room -- a great mural room, where the Piazzoni murals will be displayed, which will function as both gallery and event space; the main museum store, auditorium and children's gallery.

There are three ground level entry points: a) the main entrance on the Concourse; b) a northeast entrance at the new Garden of Enchantment; and c) a southwest entrance from the proposed sculpture garden adjacent to the Japanese Tea Garden. A fourth entrance on the lower level, where the temporary exhibition space is located, connects directly to the underground parking garage.

The Museum is now set back 81 feet from Kennedy Drive. By comparison, the existing museum is set back 42 feet and the conceptual plan had the museum set back 30 feet into the Park.

The façade length of the building has been reduced from 500 feet for the existing de Young to 420 feet in the current schematic drawings, which represents a decrease of 80 feet or 17 percent. The façade length for the conceptual plan was 520 feet.

The height of the tower at 160 feet compares to the existing tower at 125 feet, Coit Tower at 172 feet, and the Ferry Building Tower at 234 feet.

B. Report on the Plans for a New de Young Museum in Golden Gate Park (continued)

1. Presentation of the Schematic Drawings for a New de Young in Golden Gate Park – Pierre de Meuron, Herzog & de Meuron Arkchitekten AG (continued)

A main feature of the project is the Education Tower on the northeast corner of the building. Space in the tower is publicly accessible and free to the public. The tower is a visual link to the City, which will offer panoramic views from the observation deck on the top floor.

The re-designed tower is a rectangle, whose base has the same geometry as the Museum in relation to the Concourse and the Academy of Sciences. The tower twists 40 degrees as it rises from the ground floor to the top floor, where the observation deck is aligned on all four sides with the grid formed by the streets of the Sunset and Richmond Districts. The tower will house the Museums' educational programs, and the observation deck will provide visitors with a unique view of Golden Gate Park and the City of San Francisco.

Approximately 18 percent of the facade is glass with steel or wooden frames in order to let natural light into the museum. Wooden surfaces account for 8 percent. The rest of the building is covered with a woven copper fabric, which as it ages will develop a patina and turn green over time. Either glass or a solid wall would be behind the copper fabric.

Mr. de Meuron concluded his remarks. The Board of Trustees enthusiastically acknowledged Mr. de Meuron and the presentation of the schematic drawings with appreciation and a round of applause.

2. Presentation of Landscape Plan by Walter Hood, Chair, Department of Landscape Architecture, University of California, Berkeley

President Wilsey then introduced Walter Hood, Chair of the Department of Landscape Architecture and Associate Professor in the Urban Design Program at the University of California, Berkeley. Mr. Hood began his presentation with a discussion of Golden Gate Park and its beginnings as a sand dune on the edge of the City, which has been transformed by humans into a great urban Park. The goal of the landscape plan is to create a landscape, which enfolds the building and immerses the visitors into the Park. The landscape design for the new de Young continues the theme of integrating the building into the Park and the Park into the building.

B. Report on the Plans for a New de Young Museum in Golden Gate Park (continued)

2. Presentation of Landscape Plan by Walter Hood, Chair, Department of Landscape Architecture, University of California, Berkeley (continued)

Highlights of Mr. Hood's presentation are as follows:

A landscaped area will be planted between Kennedy Drive and the museum. The staff parking lot at the north east end of the existing building will become the new Children's Garden, where the Pool of Enchantment will be re-located. Included in the plan are educational program and sculpture areas for children. The Children's Garden will connect with the playground on the opposite side of John F. Kennedy Drive, and will be accessible through the existing tunnel. The new museum will be less visible from John F. Kennedy Drive.

Like the existing plan, there will be a lawn along the front entry plaza, which faces the Concourse, with palm trees leading to a new sculpture garden at the south west end of the building in space previously occupied by the Asian Art Museum. The lawn will transition to stones creating a walkway and entry plaza for the museum toward the Concourse.

Landscape materials common to the Park will be utilized such as stone, native vegetation, and the reinforcement of the existing tree canopy of eucalyptus, redwoods, oaks and cypresses. Design connections will also be made to the landscapes of the Japanese Tea Garden and the Music Concourse.

The three bands of the building are integral to the landscape plan. The Park will be expanded and remade along the back and front of the building. The building's three internal courtyards look out to the landscape: 1) the eucalyptus court; 2) the fern court, which starts on the lower level rising through the building and includes a water cascade down one of the stone walls; and 3) the main court with vines forming trailing curtains during spring and summer and turning the same color as the copper façade of the building in fall and winter.

President Wilsey thanked Mr. Hood for his presentation, and the Board of Trustees acknowledged its support of the landscape plan with a round of applause.

Discussion of the schematic drawings and landscape plan then ensued among the Trustees.

In response to a question raised by Trustee Goodyear, Mr. de Meuron elaborated on the relationship of the new de Young to the Concourse.

B. Report on the Plans for a New de Young Museum in Golden Gate Park (continued)

Trustee Sylvia Kingsley offered congratulations and appreciation to both Mr. de Meuron and Mr. Hood noting how helpful the drawings will be in ongoing fund-raising efforts.

Trustees Bowles, Becker and Flagg expressed their support for and excitement over the schematic drawings and landscape plan.

Trustee Leonard Kinglsey candidly acknowledged the challenges of the past year since the conceptual plan was presented in June 1999. He enthusiastically endorsed the dramatic schematic drawings and landscape plan and urged the community to come together at this time to support the new de Young building project.

There being no further remarks from the Trustees, President Wilsey called for comments from the public. Public testimony was received from six individuals:

Helaine Kaplan Prentice, landscape architect and environmental design author – Spoke in support of Walter Hood, whom she regards as one of the most significant members of a new generation of landscape architects who combine intellect, visual art, community awareness and ecology in their landscape designs.

Joseph Fusco, Chair, People for a New de Young – Several steps have been made today in a positive direction, but over 5,000 signatures have been gathered from people who agree that the design is wrong for the Park. Read excerpts from a letter from architect Markus H. Geisler, "Disappointing de Young," printed in the June 6, 2000 edition of the San Francisco Chronicle, "Letters to Datebook." Over 30 architects who have come out against the building. Hoped the Board read his letter of June 1st and accompanying article, "Aftershock" by Ken Coupland from the June 2000 issue of "Metropolis Magazine."

Amy Meyer – The presentations today have evolved positively from previous presentations. Raised some practical questions and suggested that it would be helpful to explicitly and publicly address these matters in the future: What is the size of the building? How does the design work in terms of gallery and storage space when the new Museum opens and in the future? Believes the tower is much more subtle when viewed three dimensionally rather than in the drawings.

Mr. Parker responded to Ms. Meyer's comments, a subsequent question raised by Trustee Essey, and an article, "New de Young Museum Plans Scaled Back," which appeared in today's edition of the San Francisco Chronicle. He clarified that the existing footprint of 172,500 square feet, which includes the Asian Art Museum and staff parking lot, has been reduced to 91,620 square feet. The gross square footage for the existing de Young (140,000 square feet) and Asian Art Museums totals 230,000 square feet, compared to the new de Young schematic plan of 295,000 square feet. Gallery space

B. Report on the Plans for a New de Young Museum in Golden Gate Park (continued)

increases from 26,400 to 60,200 square feet with an increase in temporary exhibition space from 10,600 to over 14,000 square feet.

Diana Ketchum, writer on architecture – Has visited a number of Herzog & de Meuron buildings and believes their commitment to enhance the Park for the public is very serious and sincere. A distinctive quality of their work has to do with how their buildings are set in the landscape and what will be seen from inside when looking outside. The tower will be a fabulous revelation of the Park for the public and will add to the identity and pleasure of Golden Gate Park.

Marguerite Archer, Museum Docent – Encouraged the Trustees to expeditiously move forward. There are some people in San Francisco who enjoy negativity, and these individuals do not speak for the general public and should not be allowed to deter the building of a new de Young. The architect has tried so hard to please the public.

Philip Carleton, Alliance for Golden Gate Park – Remains startled by the concept of an observation deck in the Park. Because it is free, the tower and observation deck will bring hundreds into the Park by cars, trucks and sports utility vehicles. They may have no interest in the museum. Someone is going to get hurt, perhaps maimed or killed, because of the observation deck. The blood of that person will be on your hands. We do not need an observation deck in the Park. Hoped someone has the courage to say "no" to the plans.

3. Report on the Committee to Support the Design for the New de Young in Golden Gate Park

Belva Davis, Vice President of Civic Affairs, announced the formation of a Committee to Support the Design for the New de Young in Golden Gate Park. The Committee will help educate the public about the Herzog & de Meuron design, its attributes and its positive effect on the community. Approximately fifty individuals have agreed to serve on the Committee, which will be chaired by Trustee Davis. Those present were encouraged to join in the effort to communicate the new schematic and landscape plans to the community.

C. Report on the Capital Campaign to Build a New de Young Museum in Golden Gate Park

President Wilsey reported that to date cash gifts and pledges total $116,037,993. The Board of Trustees acknowledged this impressive accomplishment with a round of applause.

1. Consideration and Possible Action to Adopt a Resolution of Appreciation to The Herbst Foundation for Its Pledge of $7.5 Million in Support of the New de Young Museum in Golden Gate Park, to Accept the Conditions Associated with The Herbst Foundation Pledge, and to Honor the Late Haskell Titchell, Former Chairman of the Board of Directors of The Herbst Foundation

President Wilsey advised that a major pledge of $7.5 million from The Herbst Foundation was received last week. She particularly recognized the late Haskell Titchell, former Chairman of the Board of Directors of The Herbst Foundation, who was instrumental in stimulating the interest of The Foundation in the new de Young Museum project. Dwight Merriman, President of the Board of Directors of The Herbst Foundation, and Shirley Costello, Administrator, were welcomed and acknowledged with a round of applause. President Wilsey then read the following resolution.

WHEREAS, The building of a new de Young Museum in Golden Gate Park is the highest institutional priority for the Board of Trustees of the Corporation of The Fine Arts Museums; and

WHEREAS, On May 31, 2000, The Herbst Foundation informed the Corporation of its $7.5 million pledge in support of the new de Young Museum in Golden Gate Park; and

WHEREAS, The Herbst Foundation's pledge of $7.5 million represents one of the most significant donations to the new de Young Museum; and

WHEREAS, In the letter dated May 31, 2000 from The Herbst Foundation certain conditions are associated with The Herbst Foundation pledge as follows: a) that the Museum Board will make an unconditional and irrevocable commitment to designate and give prominent name recognition to the exhibition hall or the traveling exhibition gallery as the "Herbst Gallery" in perpetuity in accordance with the Museums' Donor Recognition Policy; b) that the Museum Board will provide The Herbst Foundation with copies of future design renderings of the Herbst Gallery area, which shall include agreed upon signage over the main entrance and all other major public entrances, as well as directional signs to the gallery area, and such plans will be substantially consistent in terms of size, scope and renderings with the drawings previously submitted to The Foundation; c) that the plans will include the design of an appropriate sized plaque of bronze or comparable material to be installed at eye level, at or near the principal gallery entrance, with wording substantially as shown in the May 31, 2000 letter; and d) that following the commencement date as herein indicated, the grant will be paid in seven to ten annual installments of $750,000 or more[1]; now, therefore, be it

[1] In a subsequent letter dated June 22, 2000, The Herbst Foundation requested the option to accelerate the amounts payable from time to time.

1. Consideration and Possible Action to Adopt a Resolution of Appreciation to The Herbst Foundation for Its Pledge of $7.5 Million in Support of the New de Young Museum in Golden Gate Park, to Accept the Conditions Associated with The Herbst Foundation Pledge, and to Honor the Late Haskell Titchell, Former Chairman of the Board of Directors of The Herbst Foundation (continued)

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby recognize with profound appreciation the extraordinary pledge of $7.5 million from The Herbst Foundation in support of the new de Young Museum, which will enhance the quality of life in San Francisco and the Bay Area; and, be it

FURTHER RESOLVED, That the Board of Trustees accepts the conditions associated with The Herbst Foundation pledge including a) that the Museum Board will make an unconditional and irrevocable commitment to designate and give prominent name recognition to the exhibition hall or the traveling exhibition gallery as the "Herbst Gallery" in perpetuity in accordance with the Museums' Donor Recognition Policy; b) that the Museum Board will provide The Herbst Foundation with copies of future design renderings of the Herbst Gallery area, which shall include agreed upon signage over the main entrance and all other major public entrances, as well as directional signs to the gallery area, and such plans will be substantially consistent in terms of size, scope and renderings with the drawings previously submitted to The Foundation; c) that the plans will include the design of an appropriate sized plaque of bronze or comparable material to be installed at eye level, at or near the principal gallery entrance, with wording substantially as shown in the May 31, 2000 letter; and d) that following the commencement date as herein indicated, the grant will be paid in seven to ten annual installments or $750,000[1] or more; and, be it

FURTHER RESOLVED, That the Board of Trustees acknowledges deepest gratitude the leadership and commitment of the late Haskell Titchell, former Chairman of the Board of Directors of The Herbst Foundation, who was instrumental in stimulating the interest of the Board of Directors of The Herbst Foundation in the New de Young Museum in Golden Gate Park.

On motion, duly seconded, there was no discussion among Trustees or members of the public. The Board of Trustees voted unanimously to adopt the above resolution as **Board Resolution 265** and again recognized the extraordinary generosity of The Herbst Foundation with a heartfelt round of applause.

[1]In a subsequent letter dated June 22, 2000, The Herbst Foundation requested the option to accelerate the amounts payable from time to time.

D. Consideration and Possible Action to Adopt a Resolution Designating the Full and Final Principal Distribution in the Fine Arts Museums' Pooled Income Fund from Dorothy Spreckels Munn for the Benefit of the Acquisitions Fund of the California Palace of the Legion of Honor

President Wilsey advised that Honorary Trustee Dorothy Spreckels Munn passed away on January 20, 2000. Following her death, The Fine Arts Museums Foundation received $1,000,000 from the Dorothy S. Munn Revocable Trust, which funds are to be used for the benefit of the Acquisitions Fund of the Legion of Honor. On May 12, 2000, $405,603.59 representing the full and final principal distribution of the Dorothy Spreckels Munn interest in the Pooled Income Fund of the Fine Arts Museums was received. President Wilsey read the following resolution:

WHEREAS, Dorothy Spreckels Munn, an Honorary Trustee of the Fine Arts Museums of San Francisco, was the daughter of Adolph and Alma de Bretteville Spreckels, who commissioned and gave the California Palace of the Legion of Honor to the people of San Francisco; and

WHEREAS, In December 1980, a gift from Dorothy Spreckels Munn inaugurated the Pooled Income Fund of the Fine Arts Museums, which was made in response to a request from the then Director of Museums, Ian McKibbin White, in support of the growth of the permanent collection; and

WHEREAS, Following Mrs. Munn's death on January 20, 2000, the Trustees of the Dorothy S. Munn Revocable Trust informed the Museums that a legacy of $1,000,000 had been directed to The Fine Arts Museums Foundation, which funds are to be used for the benefit of the Acquisitions Fund of the California Palace of the Legion of Honor; and

WHEREAS, On May 12, 2000, a check in the amount of $405,643.59 representing the full and final principal distribution of the Dorothy Spreckels Munn interest in the Pooled Income Fund of the Fine Arts Museums was received; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby designate the full and final principal distribution of the Dorothy Spreckels Munn interest in the Pooled Income Fund in the amount of $405,643.59 for the benefit of the Acquisitions Fund of the California Palace of the Legion of Honor; and, be it

FURTHER RESOLVED, That the Board of Trustees recognizes the extraordinary generosity of Dorothy Spreckels Munn with profound appreciation.

On motion, duly seconded, there was no discussion among Trustees or members of the public. The Board of Trustees voted unanimously to adopt the above resolution as **Board Resolution 266.**

D. Appointment of 2000-01 Committees of the Board of Trustees

President Wilsey announced that committee appointments for 2000-2001 will be finalized by the end of the month.

IV. Report of the Chief Executive Officer - Harry S. Parker III

A. Report on COFAM Operating Budget as of April 30, 2000

At Mr. Parker's request, Steve Dykes, Deputy Director for Administration and Finance, presented the COFAM Operating Budget Report as of April 30, 2000. The *O'Keeffe* show (February 19th – May 14th) surpassed all expectations, closing with 206,023 visitors, compared to 144,300 forecast, making San Francisco the most popular venue on tour, generating substantial gains in store sales, general admission fees, exhibit surcharge income, and member dues. The popularity of this exhibition will put the budget into the black.

Cumulative ten month results were $1,658k compared to the $376k projected, owing to *O'Keeffe*-driven revenues and operating expenses still coming in somewhat lower than expected. The COFAM reserve was at an all time high of $3,749k, compared to $3,107k the month before. Board policy is to keep the reserve at $2 million or more. The *O'Keeffe* show closed on May 14th, and the loss of this revenue stream is expected to drop the reserve below $3 million by year end on June 30th. The reserve has seldom topped $3 million, and only since January 2000 did it climb over $2 million in the current fiscal year.

Total support was slightly more than budget with cumulative Annual Contributions falling $146k behind. Total revenue was up $493,000 for April and $925,000 for the year. Membership dues were $143k ahead of budget, with renewals and new members attributable to *O'Keeffe*.

Personnel costs to date were $111k (2%) less than budget with underages across-the-board. Other expenses continued to be under budget by $194k due largely to costs being incurred later than expected. As bills catch up before the fiscal year ends, other expenses are expected to resemble budget targets.

B. Consideration and Possible Action to Adopt a Resolution Authorizing the Transfer of Stock

Mr. Parker introduced the following resolution:

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this

B. Consideration and Possible Action to Adopt a Resolution Authorizing the Transfer of Stock (continued)

Corporation and to make, execute, and delivery any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominees, Wells Fargo Bank, Dresdner RCM Global Investors, and Merrill Lynch, to implement the transaction.

Authorized Individuals:
Harry S. Parker III, Chief Executive Officer
Stephen E. Dykes, Treasurer
Barbara Boucke, Deputy Director for Development.
Robert M. Cullison, Controller

On motion, duly seconded, there was no discussion among Trustees or members of the public. The Board of Trustees voted unanimously to adopt the above resolution as **Board Resolution 267**.

C. Report on Proposition G Passed by San Francisco Voters in November 1999 Which Amended Chapter 67 of the San Francisco Administrative Code, The Sunshine Ordinance

Mr. Parker advised that additional information will be provided at the next meeting regarding the applicability of a Sunshine Ordinance amendment to the Corporation of The Fine Arts Museums. This amendment requires the disclosure on the City's website of the amount and source of all gifts and whether the contributor has any financial interest in the City of San Francisco.

D. Report on the Ratification of the Contract by Local 790 United Public Employees, S.E.I.U., AFL-CIO

Mr. Parker reported that negotiations between COFAM and Local 790 have concluded and agreement has been reached to enter into a new contract.

V. Report of the Budget Committee – T. Robert Burke, Interim Chair

A. Consideration and Possible Action to Adopt an Interim Fiscal Year 2000-01 Operating Budget

As requested by Mr. Parker and in the absence of Trustee T. Robert Burke, Interim Chair of the Budget Committee, Mr. Dykes presented the COFAM Fiscal Year 2000-01 Interim Operating Budget, which represents about 70 percent of the Museums' operating budget. The Budget Committee met on May 31, 2000, reviewed the Interim Operating Budget at length, and recommended its adoption by the Board of Trustees.

A. **Consideration and Possible Action to Adopt an Interim Fiscal Year 2000-01 Operating Budget (continued)**

The interim operating budget is a $13.2 million with a $0.5 million shortfall after depreciation for FY 2000-01. A final proposal will be presented at the October 2000 Board of Trustees meeting, when two outstanding matters have been resolved.

The first matter is the amount of City reimbursement to COFAM for education programs and administrative and building operations. In the current fiscal year, $596,000 was appropriated. For next year, the amount dropped $353k to $243k in the initial budget request to the Mayor. The second unknown is the possibility of a major exhibition, which would run for four months in Winter / Spring 2001 at the Legion. While this show would not be hugely profitable, it has the potential to keep membership numbers up after the December 31, 2000 close of the de Young Museum.

The interim budget forecasts a $483k deficit after depreciation. With the December 31, 2000 close of the de Young Museum, a four and one-half year period begins before the new museum opens during which deficits are inevitable because the Legion cannot carry the institution, despite intensive programming and promotion.

The following highlight major resource and expense items: a) support totals $5.7 million; b) revenue is projected at $7.2 million with total attendance forecast at 635k; c) expenses total $13,407k (reduced to $13,164k by $243k in City reimbursement to COFAM), with $7,636k in personnel costs and $5,771k in other expenses.

President Wilsey thanked Mr. Dykes for his presentation and introduced the following resolution:

> WHEREAS, The COFAM Budget Committee recommended that the Board of Trustees adopt a FY 2000-01 interim operating budget because of two outstanding matters; and
>
> WHEREAS, Those outstanding matters are (1) the amount of reimbursement for COFAM services in the City budget, which will not be final until late July 2000; and (2) the outcome of negotiations for a possible major exhibition at the Legion of Honor in Winter / Spring 2001; now, therefore, be it
>
> RESOLVED, That the Board of Trustees approves the Interim FY 2000-01 COFAM Operating Budget of $13.2 million with a $0.5 million shortfall after depreciation; and be it
>
> FURTHER RESOLVED, That the COFAM Chief Executive Officer is instructed to present a final operating budget proposal at the October 12, 2000 board meeting, taking into account the resolution of major outstanding matters, as well as the close of the de Young Museum on December 31, 2000 to prepare for re-building.

A. Consideration and Possible Action to Adopt an Interim Fiscal Year 2000-01 Operating Budget (continued)

On motion, duly seconded, there was no discussion among Trustees or members of the public. The Board of Trustees voted unanimously to adopt the above resolution as **Board Resolution 268.**

B. Consideration and Possible Action to Adopt a Resolution Increasing the COFAM Reserve to Help Offset Anticipated Operating Shortfalls Due to the Closure of the de Young Museum for Re-Building

Mr. Dykes reported that the Budget Committee has recommended increasing the COFAM reserve to help offset anticipated operating shortfalls due to the closure of the de Young Museum at the end of December 2000. He read the following resolution:

WHEREAS, The policy of the Board of Trustees has been to maintain a COFAM Reserve of at least $2 million, which has ranged from a low of $1.2 million to a high of $3.7 million; and

WHEREAS, It has also been Board policy to plan and achieve balanced budgets; and

WHEREAS, The closing of the M. H. de Young Memorial Museum on December 31, 2000 for re-building is anticipated to result in operating shortfalls until the new museum opens in Summer 2005; and

WHEREAS, To offset the extraordinary operating shortfalls caused by closing the de Young Museum for five years, the Budget Committee has recommended increasing the COFAM Reserve to cover de Young Museum closure shortfalls; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize its President and Chief Executive Officer to increase the COFAM Reserve through restricted donations and all other means to help offset anticipated operating deficits caused by closing the de Young Museum for re-building.

On motion, duly seconded, there was no discussion among Trustees or members of the public. The Board of Trustees voted unanimously to adopt the above resolution as **Board Resolution 269.**

VI. Report of the Audit Committee – Michael E. O'Neill, Chair

A. Consideration and Possible Action to Adopt a Resolution Appointing Auditors

Trustee Michael E. O'Neill, Chair of the Audit Committee, introduced and recommended the following resolution for adoption by the Board of Trustees:

RESOLVED, That PriceWaterhouseCoopers is appointed to audit the combined balance sheet of the Fine Arts Museums of San Francisco (FAM) as of June 30, 2000 and the related combined statements of revenues, expenses and changes in fund balances for the year then ended; and that the combined financial statements will include COFAM, The Fine Arts Museums Foundation (FAMF), and FAM as recorded on the books of the City and County of San Francisco; and be it

FURTHER RESOLVED, That PriceWaterhouseCoopers is also appointed to undertake a COFAM Retirement Plan Audit and a Registration Department Agreed-Upon Procedures Review; and be it

FURTHER RESOLVED, That COFAM's share of the audit cost of the combined financial statement for COFAM, FAM and FAMF plus the COFAM Retirement Plan Audit and the Registration Procedures Review will be about $68,685 including out-of-pocket costs.

On motion, duly seconded, there was no discussion among Trustees or members of the public. The Board of Trustees voted unanimously to adopt the above resolution as **Board Resolution 270.**

VII. Report of the Education Committee – Nancy Willis, Chair

A. Report on the Education Council Treasure Hunt, June 12, 2000, 4:30 p.m. to 7 p.m., de Young Museum

Trustee Nancy Willis, Chair of the Education Committee, showed three cake forms to be decorated by children attending the Family Day on June 24th at the Legion in conjunction with the *Wayne Thiebaud* exhibition. A booklet to be distributed to children on Family Day, which includes art terminology and a pad for notes and drawings, was circulated, as well as a new postcard providing information about the Artist Studio.

A Treasure Hunt for all ages at the de Young Museum on June 12th from 4:30 to 7 p.m. has been planned as a kick-off event for the Education Council. The Treasure Hunt will include three different "hunts" where participants will look for specific items in works of art in the galleries. The event will also feature behind-the-scenes tours of the conservation lab and an artist at work in the Artist Studio. Trustee Willis concluded her remarks by noting that the purpose of the Education Council is to involve young individuals and families in the Fine Arts Museums.

VIII. Report of the Annual Support Committee – Barbara Boucke, Deputy Director for Development, for Dagmar Dolby, Chair and Vice President

Barbara Boucke, Deputy Director for Development, provided the report of the Annual Support Committee in the absence of Trustee Dagmar Dolby, Chair and Vice President of Annual Support. Ms. Boucke noted that the annual fund is approximately $150,000 behind budget projections, and encouraged Trustees to participate in this important fund-raising effort if they have not already done so.

Gina Tan, Director of Membership and Annual Fund, was introduced and announced that membership totaled 54,000 at the end of May, which represents an increase of 10,000 members in two years. The membership renewal rate of 81% is impressive for a large membership program. A new, innovative Members' Guide is being printed and will be mailed in the first week of July.

IX. Report of The Fine Arts Museums Foundation – Charles Crocker, President

President Crocker reported that at the close of business on June 2, 2000 the endowment portfolio was valued at $84,892,398. It was invested 65% in equities, 34% in fixed income, and 1% in cash and cash equivalents.

X. Adjournment – Diane B. Wilsey, President

There being no further business, President Wilsey adjourned the meeting at 5:35 p.m.

Respectfully submitted,

Judy Gough
Executive Secretary

Note: These minutes set forth all actions taken up by the Board of Trustees on matters stated, but not necessarily in the order in which the matters were considered.

Immediately following this meeting, a Members Meeting of The Fine Arts Museums Foundation was held.

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OFFICIAL MEETING NOTICE

Corporation of The Fine Arts Museums
Board of Trustees

Thursday, October 12, 2000
3:30 p.m.[1]
Gallery 23
M. H. de Young Memorial Museum
Golden Gate Park
San Francisco, California

AGENDA

ORDER OF BUSINESS

I. **Calling of the Meeting to Order and Invitation to Members of the Public to Attend and Participate in Accordance with Recently Enacted Requirements that Not-for-Profit Organizations with City of San Francisco Contracts Conduct at Least Two Public Meetings a Year (San Francisco Administrative Code, Section 12L.4) – Diane B. Wilsey, President**

II. **Calling of the Roll**

DOCUMENTS DEPT
OCT 10 2000
SAN FRANCISCO
PUBLIC LIBRARY

Trustees
Del M. Anderson
Cheryl L. Bancroft
Alvin H. Baum, Jr.
Alix Phillips Becker
George McNear Bowles
Jamie Bowles
T. Robert Burke
Barbara B. Carleton
Barnaby Conrad III
Charles Crocker
Belva Davis, Vice President/Audience Development and Civic Affairs
Dagmar Dolby, Vice President/Annual Support
Richard P. Essey

[1] Or such time as the Fine Arts Museums of San Francisco Board of Trustees Meeting ends, but in no event before 3:30 p.m.

Calling of the Role (continued)

Richard H. Finn, Vice President/Finance
Morgan Flagg
Tamara Fritz
Richard N. Goldman
Constance Goodyear
Richard W. Goss II
Nancy Hamon
George Hecksher
Beverly James
J. Burgess Jamieson
Ann L. Johnson, M.D.
Stephen L. Johnson
Terrence Johnson
William R. Kimball
Leonard E. Kingsley
Diane B. Lloyd-Butler, Vice President/Marketing and Communications
Nancy McBean
Nion McEvoy
J. Alec Merriam, Vice President
Lorna F. Meyer
Robert A. Mills
Marianne H. Peterson
Josie Mooney
Robert P. Morrow III
Michael E. O'Neill
Steven MacGregor Read
George R. Roberts
Shelagh Rohlen
George B. Saxe
Gail P. Seneca
Randolph R. Scott
Dolores G. Terrazas
Burl A. Toler, Sr.
Vivian Fei Tsen
Sidney R. Unobskey
Carlos Pedro Villa
Paul Violich
Lonna Wais
Margaret Wetzel
Nancy Willis
Diane B. Wilsey, President
Alfred S. Wilsey

Absences to be Excused

Calling of the Role (continued)

Non-Voting Officers

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Judy Gough, Executive Secretary

III. Report of the President – Diane B. Wilsey

A. Consideration and Possible Action to Approve the Minutes of the September 7, 2000 Meeting of the Executive Committee of the Board of Trustees (See Appendix A – Draft Minutes) **Action**

B. Report on the Plans for a New de Young Museum in Golden Gate Park **Discussion**

1. Report on the Committee to Support the Design for the New de Young in Golden Gate Park - Belva Davis, Chair **Discussion**

2. Report on Proposition G, The Golden Gate Park Accessibility, Enhancement and Safety Act – Leonard E. Kingsley, Chair of the Committee for an Open and Accessible Park (See Resolution Adopted by the Executive Committee on September 7, 2000 Included as Part of Appendix A, Pages 775 – 777) **Discussion**

C. Report on the Capital Campaign to Build a New de Young Museum in Golden Gate Park **Discussion**

1. Consideration and Possible Action to Adopt a Resolution Recommended by the Executive Committee on September 7, 2000 That the Board of Trustees Take Action at Its October 12, 2000 Meeting to Increase the Fund-raising Goal for a New de Young Museum in Golden Gate Park **Action**

WHEREAS, A fund-raising goal of $44 million was established in conjunction with the $73.3 million general obligation bond measure to rebuild the de Young Museum in 1996 and the $89.9 million general obligation bond measure to rebuild the de Young in 1998, both of which narrowly failed to attain the two-thirds vote required for passage; and

WHEREAS, At its meeting on October 15, 1998, the Board of Trustees of the Fine Arts Museums of San Francisco reaffirmed its commitment to build a new de Young Museum in Golden Gate Park and further recognized

that, in the absence of public funding for a new de Young Museum, private funds must be utilized to pay for the planning costs of a new de Young; and

WHEREAS, As an important step in the process to build a new de Young Museum, public workshops have been held to ensure that the new de Young building project reflects valuable input received from the community, such as the revision of the goals and objectives of the new de Young project, the addition of a Children's Garden between Kennedy Drive and the new museum where the Pool of Enchantment will be located, the incorporation of multiple interior gardens and views of Golden Gate Park into the design, the inclusion of the Piazzoni Murals into the Family Room, an increase in the set back of the new building from Kennedy Drive from 42 to 81 feet, a decrease in the length of the building façade from 504 to 420 feet, the utilization of natural materials including copper, glass and wood in the building façade, and a ground floor design that promotes accessibility by allowing the public to walk through the building without charge; and,

WHEREAS, On June 10, 1999, the Board of Trustees of the Corporation of The Fine Arts Museums adopted a resolution approving a Statement of Need and Opportunity for a New de Young Museum in Golden Gate Park, and establishing a fund-raising goal of $135 million for the new de Young Museum and a timetable for the Campaign to Build a New de Young Museum in Golden Gate Park to commence in the fall of 1999; and

WHEREAS, The ongoing planning for the new de Young has identified new objectives and program requirements for the new building, such as a base isolation structural system, energy-efficient system requirements, and new landscape features such as the Children's Garden and courtyards, and on-going inflation in the local construction industry; and

WHEREAS, The New de Young Building Committee has reviewed the progress of the planning for the new building, as well as the construction cost estimates for the schematic design phase, and passed a resolution to accept the cost estimate of $115,000,000 as a not-to-exceed construction budget for purposes of planning this project; and

WHEREAS, The new de Young building project will require significant additional expenditures, including but not limited to, architectural and engineering fees, permits and inspections, legal and environmental review fees, project and construction management costs, fund-raising and marketing, equipment, furniture and fixtures for the new building, hazardous materials abatement for the existing building, as well as off-site and relocation costs; and,

WHEREAS, At its meeting on September 7, 2000, the Executive Committee of the Board of Trustees of the Corporation of The Fine Arts Museums recommended that the Board of Trustees take action at its October 12, 2000 meeting to increase the fund-raising goal for a new de Young Museum in Golden Gate Park to $165,000,000; now, therefore, be it

RESOLVED, Upon the recommendation of the Executive Committee, the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize an increase in the fund-raising goal for a new de Young Museum in Golden Gate Park to $165,000,000; and, be it

FURTHER RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums recognizes the exceptional success of the Capital Campaign for a New de Young Museum in Golden Gate Park and expresses its profound appreciation to the President of the Board of Trustees and the Campaign Committee for a New de Young Museum for their extraordinary fund-raising accomplishment thus far; and, be it

FURTHER RESOLVED, That the Board of Trustees recognizes with heartfelt gratitude the 3,738 donors who have expressed their generous support for the new de Young Museum building project through their contributions and pledges.

D. Report on the Cancellation of the November 9, 2000 Meeting of the Executive Committee of the Board of Trustees — **Discussion**

E. Other Informational Items — **Discussion**

IV. Director's Report - Harry S. Parker III

A. Report on COFAM Operating Budget as of June 30, 2000 — **Discussion**

B. Consideration and Possible Action to Adopt a Resolution Authorizing the Transfer of Stock — **Action**

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and delivery any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominees, Wells Fargo Bank, Dresdner RCM Global Investors, and Merrill Lynch, to implement the transaction.

Authorized Individuals:
Harry S. Parker III, Chief Executive Officer
Stephen E. Dykes, Treasurer
Barbara Boucke, Deputy Director for Development.
Robert M. Cullison, Controller

C. Other Informational Items — **Discussion**

V. Report of the Budget Committee – Richard H. Finn, Chair and Vice President — **Discussion**

A. Consideration and Possible Action to Approve the COFAM FY 2000-01 Final Operating Budget Proposal (See Appendix B – COFAM FY 2000-01 Final Operating Budget Proposal) — **Action**

WHEREAS, Fiscal Year 2000-01 is a watershed year for the Fine Arts Museums of San Francisco because of the December 31, 2000 closing of the M. H. de Young Memorial Museum to prepare for rebuilding; and

WHEREAS, The new de Young Museum is scheduled to open in the summer of 2005; and

WHEREAS, The four and one-half intervening years will be difficult financially with the expectation of sizeable operating deficits; and

WHEREAS, The Board of Trustees approved an interim FY 2000-01 deficit budget on June 8, 2000 and instructed the COFAM Chief Executive Officer to present a final budget at the October 12, 2000 Board of Trustees meeting, following the resolution of a cut in the City budget reimbursement for certain COFAM services and negotiations for a possible major exhibition at the Legion of Honor in winter-spring 2001; and

WHEREAS, A final FY 2000-01 $13.8 million budget proposal balanced on the strength of entering the new fiscal year with a higher membership than expected, booking the *Toulouse Lautrec and the Spirit of Montmartre* exhibition for the empty spring-winter period at the Legion of Honor, and raising the endowment distribution rate to 5% from 4.5%, was reviewed by the COFAM Budget Committee on October 4, 2000 and recommended to the Board for approval; now, therefore, be it

RESOLVED, That upon the recommendation of the COFAM Budget Committee, the Board of Trustees hereby approves the balanced FY 2000-01 Operating Budget Proposal of $13.8 million.

VI.	**Report of the Enterprise Task Force – Jamie Bowles and Richard P. Essey, Co-Chairs**	**Discussion**
VII.	**Report of the New de Young Building Committee – Steven MacGregor Read, Chair**	**Discussion**
VIII.	**Report of the Education Council – Nancy Willis, Co-Chair**	**Discussion**
IX.	**Report of the Annual Support Committee – Dagmar Dolby, Chair and Vice President**	**Discussion**
X.	**Report of The Fine Arts Museums Foundation – Charles Crocker, President**	**Discussion**
XI.	**Adjournment – Diane B. Wilsey, President**	**Action**

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Public Meeting Requirements Relating to Accessibility

The subsequent information is in compliance with the Americans with Disabilities Act (ADA); the following will be made available upon request: (1) American sign language interpreters; (2) a sound enhancement system; (3) a meeting agenda available in alternative formats; and (4) a reader during the meeting. To arrange for these services, please contact Judy Gough at (415) 750-3669 at least two working days prior to a meeting. A late request will be honored if possible. Minutes of the meeting will be made in alternative formats upon request. Meeting agendas are available on the Fine Arts Museums of San Francisco website, *www.thinker.org.*

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that others may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

The MUNI's wheelchair-accessible No. 44 line (south bound) stops in front of the de Young Museum. The No. 44 line (north bound) stops in front of the Academy of Sciences. For access to the de Young Museum by BART from the East Bay, get off at the New Montgomery Station. Take MUNI's No. 38 line (Geary) to 6th Avenue and transfer to the No. 44 line (O'Shaughnessy). For access to the de Young Museum by BART from Daly City, get off at the Civic Center Station. Take MUNI's No. 71 line (outbound) and transfer at 6th Avenue at Lincoln Way to the No. 44 line (O'Shaughnessy). There is accessible parking spaces (disabled-designated) available at the following locations: a) the de Young Museum parking lot (driveway access at 10th Avenue and Kennedy Drive); and b) the Music Concourse area, east end (access from Tea Garden Drive).

Accessible seating for persons with disabilities (including those using wheelchairs) will be available. For Telecommunication Device for the Deaf (TDD), the Museums use the California Relay Service.

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Donna Hall, Administrator
Sunshine Ordinance Task Force
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689
Office: (415) 554-7724
Fax: (415) 554-5163
E-mail: Donna_Hall@ci.sf.ca.us

Copies of the Sunshine Ordinance can be obtained from the Clerk of the Sunshine Task Force, the San Francisco Public Library and on the City's website at www.ci.sf.ca.us/bdsupvrs/sunshine.

If you are unable to attend the meeting, you may submit written comments to Judy Gough, Fine Arts Museums of San Francisco, 233 Post Street, 6th Floor, San Francisco, CA, 94108. Public documents referred to in the agenda may be inspected at the Administrative Offices of the Fine Arts Museums located at 233 Post Street, 6th Floor, San Francisco, CA, 94108. Please contact Judy Gough at (415) 750-3669 to make arrangements.

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COFAM FY 2000-01 Final Operating Budget Proposal Summary
12 October 2000

Overview

The COFAM FY 2000-01 final operating budget proposal is a balanced plan. The projected operating surplus is $329k (k = thousands), which is offset by $325k in plant fund expenses.

In June, the Board approved an interim deficit budget, pending the outcome of the City budget and negotiations for a major exhibition in winter-spring 2001. Unfortunately, the City cut of FY 1999-00 first-time COFAM reimbursement funds from $596k to $243k was not restored. Neither did the major exhibit come together.

However, the paid member count stayed at 51k at fiscal year end on 6/30/00 instead of dropping as was expected due to losing new members, who signed on for the Picasso / Impressionists / Victoria and Albert back-to-back shows two years ago. On the strength of entering the new fiscal year with more members than expected, the final budget proposal takes the interim budget projected member count from 40k to 45k. This move, along with raising the endowment distribution rate to 5% from 4.5%, and filling the empty winter-spring period at the Legion with the *Toulouse Lautrec and the*

Spirit of Montmartre exhibit, are the main factors that result in a final balanced budget proposal. In addition, sufficient New de Young Project funds are transferred to the budget to cover the operating costs of the three de Young offsite facilities, as well as the Board-approved COFAM $100k contribution to the campaign for Proposition "G" to not close Golden Gate Park on Saturdays until the Concourse garage is built and operating.

FY 2000-01 is a huge transition year for this institution. With the 12/31/00 de Young Museum close, a four and one-half year period begins before the new museum opens during which deficits seem inevitable because the Legion alone cannot carry the institution, despite intensive programming and promotion.

# # #

The following notes highlight major resource and expense items. For the numbers-oriented, the budget proposal is backed by appendices, which include assumptions and calculations.

Support -- $6.5 Million

Annual Contributions have a $2,665k goal, the same as last fiscal year, which fell short by $180k. This is an ambitious undertaking because many annual fund contributors are also key donors to the new de Young

Museum. In addition, operating one museum instead of two may be less attractive to some donors.

Foundation Endowment Support at $2,109k is up $439k from last year. COFAM's request to the FAM Foundation was approved to increase the distribution rate in the final budget proposal to 5% from 4.5% on a 24-month trailing average value at March 31st, which captures a rich segment of the bull market. The half percent increase is worth $211k.

Specified Funds at $1,492k include known restricted grants and donations, except for a traditional $100k plug for anticipated exhibition grants. As noted above, some $212k was added to specified funds from both the New de Young Project and the Transamerica Foundation (for offsite Education Center support) to cover the operating cost of the three de Young offsite facilities. Also, COFAM's $100k contribution to the Proposition "G" campaign on the November 2000 San Francisco ballot is offset with New de Young Project funds.

COFAM Investment Income at $220k is $70k more than the interim budget because the COFAM Reserve hit an all time high point at nearly $2.8 million at the end of last fiscal year due to a $1.3 million operating surplus generated by the very successful Georgia O'Keefe show. Funds are invested

in short-term, high-grade commercial paper, augmented by interest from gifts of bonds, which by their terms cannot be sold at this time.

Revenue – $7.6 Million

The visitor forecast drives general admission revenue, special exhibition income, store sales and café concession fees. Predicting the number of visitors is based on recent attendance patterns and anticipated exhibition popularity. Admittedly, it's not science: it's a judgment call, which bears close scrutiny and revision as necessary throughout the year.

The Legion held the FAM-organized *Wayne Thiebaud: A Paintings Retrospective* (6/10 – 9/3/00), followed by *An American Focus: The Anderson Graphic Arts Collection* (10/7 – 12/31/00), and *Toulouse Lautrec and the Spirit of Montmartre* (3/10 – 5/27/01), and *Henry Moore: A Retrospective* (6/24 – 9/16/01).

At the de Young, *2000 BC The Bruce Conner Story Part II* closed on 7/30/00. The Asian Art Museum's *Golden Age or Archaeology* closed on 9/11/00. Both shows contributed to admissions income over the summer. *The Kingdoms of Edward Hicks* (9/24 – 12/31/00) along with *Great Nature The Transcendent Landscapes of Chiura Obata* (9/23 – 12/31/00) will

complement the visitor surge expected to see the old de Young before it closes.

For next year, total attendance is projected to be 616k visitors with 355k museum goers at the Legion and 261k at the de Young. It's worth noting that de Young annual attendance until recently was typically around 600k, with the capacity to go up to one million visitors in a year with an extraordinary exhibit or two.

Legion admission fees are $8 for adults, $6 seniors, $5 youths, and children under age 12 continue to be free, as are members, San Francisco K-12 students and educational groups. De Young fees are $1 less because no major exhibits have been held since June 1997 when the federal government withdrew the building's eligibility for indemnification insurance because of its poor seismic condition.

Last fiscal year, Legion attendance was 51% paid with a boost from the *O'Keeffe* exhibit, compared to the de Young at 39%. While COFAM gets all Legion fees, the de Young / Asian admission proceeds are split 50-50 between COFAM and the Asian Art Museum Foundation until 12/31/00 when the de Young closes. Then, the Asian will get 100% of the gate until it closes in late 2001 to prepare to open at its new Civic Center site in November 2002.

General Admissions revenue is pegged at $1,547k down $120k from the interim budget – a combination of realistic expectations for the Toulouse / Montmartre show and summer 2000 actual numbers, which ran slightly behind projections. The forecast attendance of 616k visitors yields **Store Gross Profits** of $876k and a net of $372k. These numbers are considerably better than the interim budget ($657k gross, $220k net) due to adding a special stores for Toulouse / Montmartre and for Henry Moore. **Food and Beverage Concession Fees** are forecast at $124k, lower than usual what with the close of the de Young.

Facility Rental Gross Income at $617k is based upon corporate museum rentals grossing $458k plus Legion Café wedding and Gould Theater rentals grossing $159k. Based on competition (City Hall and the Regency Ballroom on Van Ness Avenue) and the de Young close, corporate rentals were marked down about $100k from recent years.

Benefits Gross Income / ArtPoint at $213k includes the Christmas Gala and several ArtPoint events. The net works out to about $27k.

Exhibition Program Earned Income at $342k is based on a $2 surcharge for both the Thiebaud and Moore shows plus FAM-organized traveling show fees.

Membership Dues income at $2,906k is based on 45k members. This is up from 40k members in the interim budget on the strength of 51k paid members at the end of last fiscal year. The additional 5k members projected will generate about $323k more in dues revenue. Groping with how many members will drop out and when after the de Young Museum closes are among the most difficult issues in the Museums' long-range financial forecasting.

Conservation Service Fees are paid by outside lab clients. Additional lab expenses offset fee income, with the Museums gaining some conservator time for the permanent collections and travelling exhibitions. **Development Trip Fees** and expenses are budgeted to break even. The **Publications Sales Net** is income from the sale of the Museums' own publications, especially exhibition catalogues for FAM-organized shows. **Other Fees** run the gamut from docent lecture fees to photo reproduction use rights.

Total Expenses & City Reimbursement

Total expenses are $14,024k, with $7,732k in personnel costs and $6,292k in other expenses. The previously discussed $243k in City reimbursement of COFAM lowers total costs to $13,781k.

Personnel Expenses -- $7.7 Million

In FY 2000-01, the Museums have a combined COFAM / City ongoing workforce of 168 positions – 88 are on COFAM's payroll, and 80 are on the City's.

COFAM personnel costs are $7,732k. Union wages go up 3% on July 1st and 2.5% on January 1st for an annualized rate of 4.29%. Professional and management employees have a 4% merit pool. Benefit costs for all employees are close to 28% of salaries. The final budget proposal takes personnel costs up about $100k over the interim budget due to reorganizations, promotions, and adding stores with temporary staffs for the Toulouse / Montmartre and Moore exhibitions.

Other Expenses -- $6.3 Million

Other expenses total $6,292k. Exhibit expenses come in lower than last fiscal year because of the 12/31/00 de Young close. Administrative costs are up primarily because of COFAM's $100k Proposition "G" campaign contribution, which is offset by New de Young Project money transferred into Specified Funds. The same thing occurs for the Operation Group cost increase, which track de Young offsite facility operating costs.

Other expense changes since the interim budget are summarized in Appendix I on page 14, which is backed by interim budget detail at the department and project levels.

bb01 Th 10/5/00 at 2:30pm

COFAM FY 2000-01 Final Operating Budget Proposal

12 October 2000

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COFAM FISCAL YEAR 2000 - 01 OPERATING BUDGET PROPOSAL

$ in thousands	(1) FY 98-99 Actual	(2) FY 99-00 Pre-Audit Actual	(3) FY 00-01 Interim Budget 5/26/00	(4) FY 00-01 Final Proposal 9/26/00	(5) Variance Interim to Final Proposal Budget	Notes
SUPPORT & REVENUE						
Support						
1) Annual Contributions	2,695	2,485	2,665	2,665	-	See Appendix A page 5.
2) Bequests and Major Unrestricted Gifts	2	1	-	-	-	
3) Foundation Endowment Support	1,276	1,670	1,898	2,109	211	To 5% from 4.5% on two year average market value.
4) Specified Funds						See Appendix B page 6.
--Curatorial/Conservation	545	390	388	403	15	
--Publications	0	-	50	50	-	
--Exhibitions	524	487	384	349	(35)	See Appendix C pages 7 and 8.
--Education Programs	370	405	280	350	70	
--New De Young Planning	736		-	-	-	
--General	89	107	77	340	263	New de Young support of offsites and Proposition "G" campaign.
Subtotal Specified Funds	2,264	1,389	1,179	1,492	313	
5) COFAM Investment Income	144	244	150	220	70	
Subtotal Support	6,381	5,789	5,892	6,486	594	

COFAM FISCAL YEAR 2000 - 01 OPERATING BUDGET PROPOSAL

$ in thousands	(1) FY 98-99 Actual	(2) FY 99-00 Pre-Audit Actual	(3) FY 00-01 Interim Budget 5/26/00	(4) FY 00-01 Final Proposal 9/26/00	(5) Variance Interim to Final Proposal Budget	Notes
Revenue						
6) Museum Store Sales	3,017	2,862	1,508	2,037	529	See Appendix D page 9.
Less Discounts	(152)	(121)	(71)	(88)	(17)	
Less Cost of Goods	(1,391)	(1,503)	(771)	(1,064)	(293)	
Less Commissions and Royalties	(57)	(1)	(9)	(9)	-	
Less Exhibition Catalogs Write Offs	(113)	-		-	-	
Gross Profit	1,304	1,237	657	876	219	
7) Facilities Rental Gross	672	600	617	617	-	Corporate Evenings $458K, Legion Café/Theater $159K
8) Benefits Gross Income / ArtPoint	168	153	213	213	-	Christmas Gala / ArtPoint events.
9) General Admissions COFAM Net	1,591	2,206	1,667	1,547	(120)	See Appendix E page 10.
10) Food & Beverage Concession Fees	163	190	124	124	-	See Appendix F page 11.
11) Exhibition Program Earned Income	1,881	425	354	342	(12)	See Appendix C pages 7 and 8.
12)FAM Membership Dues	2,805	3,052	2,583	2,906	323	See Appendix G page 12. To 45k members from 40k.
13) Conservation Services	322	418	435	435	-	
14) Miscellaneous						
--Development Trip Fees	236	175	240	240	-	
--Publication Sales Net	222	100	88	88	-	
--Other Fees	309	264	236	236	-	See Appendix H page 13.
Subtotal Revenue	9,673	8,820	7,214	7,624	410	
Total Support & Revenue	16,054	14,609	13,106	14,110	1,004	

COFAM FISCAL YEAR 2000 - 01 OPERATING BUDGET PROPOSAL

$ in thousands	(1) FY 98-99 Actual	(2) FY 99-00 Pre-Audit Actual	(3) FY 00-01 Interim Budget 5/26/00	(4) FY 00-01 Final Proposal 9/26/00	(5) Variance Interim to Final Proposal Budget	Notes
EXPENSES						
Personnel Expenses						Professional/Managerial increase at 4% merit pool.
15) Curatorial						Union wage increases: 3% at 7/1/00; 2.5% at 1/1/00 = 4.29% annualized.
Curatorial/Conservation/Education	2,356	2,467	2,526	2,554	28	Benefits = 28% of salaries.
Project Funded/Term Employees	548	562	624	645	21	
Exhibit Group	835	818	932	917	(15)	COFAM operating positions 88
Exhibit Program Temporary Labor	313	264	198	185	(13)	City positions 80
16) Development						Total positions 168
Development - General	527	574	612	590	(22)	
Membership	488	382	402	434	32	
17) Administration						
Administration General	1,232	1,264	1,271	1,279	8	
Operations Group	337	294	323	320	(3)	
New deYoung Planning	177	-	-	-	-	
18) Marketing						
Media Relations & Advertising	295	242	286	290	4	
Stores	556	419	383	437	54	
Facilities Rental	203	95	78	81	3	
Subtotal Personnel	7,867	7,381	7,635	7,732	97	

COFAM FISCAL YEAR 2000 - 01 OPERATING BUDGET PROPOSAL

$ in thousands	(1) FY 98-99 Actual	(2) FY 99-00 Pre-Audit Actual	(3) FY 00-01 Interim Budget 5/26/00	(4) FY 00-01 Final Proposal 9/26/00	(5) Variance Interim to Final Proposal Budget	Notes
Other Expenses						See Appendix I pages 14 through 21 for details.
19) Curatorial						
Curatorial/Conservation/Education	579	704	567	606	39	
Publications	(9)	-	50	50	-	
Exhibit Group	98	126	110	110	-	
Exhibit Program	2,611	941	947	992	45	
20) Development						
Development - General	747	674	638	638	-	
Art Point	118	65	110	110	-	
Benefits	8	62	76	76	-	
Membership	538	614	565	565	-	
Magazine / Guide	251	355	321	400	79	
21) Administration						
Administration General	1,189	1,190	1,097	1,233	136	$100k Proposition "G" donation.
Operations Group	582	635	583	795	212	DeYoung offsite facilities.
New deYoung Planning	539	-	-	-	-	
22) Marketing						
Media Relations & Advertising	424	452	464	464	-	
Stores	152	151	58	68	10	
Facilities Rental	118	151	185	185	-	
Subtotal Other Expenses	7,945	6,120	5,771	6,292	521	
23) City Partial Reimbursement for Education Program / Administration and Building Operation Expenses		(596)	(243)	(243)	-	COFAM reimbursement from City cut to balance City budget.
Total Expenses	15,812	12,905	13,163	13,781	618	
SUPPORT & REVENUE OVER EXPENSES	**242**	**1,704**	**(57)**	**329**	**386**	
EARLY RETIREMENT CHARGES	(344)	-	-	-	-	
EARLY RETIREMENT HEALTH COVERAGE	(105)	-	-	-	-	
LESS PLANT FUND EXPENSE	(315)	(356)	(350)	(325)	31	
THE BOTTOM LINE	**(522)**	**1,348**	**(407)**	**4**	**411**	

$ in thousands

Contribution Categories	(1) FY 91-92 Actuals	(2) FY 92-93 Actuals	(3) FY 93-94 Actuals	(4) FY 94-95 Actuals	(5) FY 95-96 Actuals	(6) FY 96-97 Actuals	(7) FY 97-98 Actuals	(8) FY 98-99 Actuals	(9) FY 99-00 Actuals	(10) FY 00-01 Goals
1) Associates ($5,000 and up)	888	968	928	1,002	1,066	1,416	2,059	1,599	1,642	1,600
2) Patrons ($2,500 - $5,000)	0	0	0	0	25	68	100	129	158	175
3) Friends ($1,000 - $2,500)	165	162	166	212	360	394	399	456	424	480
4) National Council/Other	85	7	10	18	49	61	62	61	56	60
5) Mail Drive	181	163	170	109	182	114	146	143	4	100
6) Phone Campaign	190	140	92	120	11	77	10	96	7	
7) Business	108	127	64	71	98	117	132	122	107	150
8) Foundations	64	54	59	91	88	79	134	88	86	100
	1,681	1,621	1,489	1,623	1,879	2,326	3,042	2,694	2,484	2,665

APPENDIX "B" - SPECIFIED FUND REVENUE - FISCAL YEAR 2000-01

DESCRIPTION	Project #	BUDGET	SOURCE
CURATORIAL			
AMERICAN ART PERSONNEL COSTS		249,805	ROOT
CONSERVATION PERSONNEL (25% PTGS/OBJECTS)		63,145	ROOT
CORNELL RELOCATION COSTS		15,000	ROOT
AMERICAN ART NON-AAA MICROFILM AND BOOKS	750	1,000	PERRY/BARCLEY
LIBRARY		1,385	LIBRARY FUND (FAMF)
EUROPEAN FURNITURE CONSERVATION	786	7,500	VIELLES MAISON $1.6K, SCHUMACHER - $2.8K, TIBURON AUXILIARY - $1.3K , VARIOUS - $1K
CONSERVATION SUPPORT		34,503	COOK - (FAMF)
RARE BOOK AND PORTFOLIO STORAGE	825	20,000	McNEIL
TAC CONSERVATION INTERN	742	3,000	TAC
PAINTING CONSERVATION INTERN TRAVEL		8,000	AUSTRAILIAN TOUR NET
TOTAL CURATORIAL		403,318	
PUBLICATIONS			
ANDERSON COLLECTION	364	50,000	MELLON ENDOWMENT INCOME
		50,000	
EXHIBITIONS			
BRUCE CONNER	176	26,775	ROOT
TAPESTRY EXHIBITION	123	7,530	BENNET - $2K, HECKSHER - $5.5K
KINGDOM OF EDWARD HICKS	108	144,850	ROOT
THIEBAUD	144	23,302	ROOT
ART WITH ELDERS	162	2,500	NETTLES
HERZOG AND DEMEURON	128	4,200	NEW DEYOUNG
OBATA	134	40,000	ROOT
TO BE RAISED		100,000	
TOTAL EXHIBITIONS		349,157	
EDUCATION PROGRAMS			
EDUCATION PROGRAM - GENERAL		115,000	CAC
SCHOOL PROGRAM - GENERAL		36,500	HEARST - $21.5k, McMICKING - $15K
POET IN THE GALLERIES	734	24,000	CAC - $5K, HARRISON - $16K, HEARST - $3K
MUSEUM AMBASSADORS		61,000	ADAMS - $55, HEARST - $15K, CISCO - $10K
DOING AND VIEWING		1,500	CAC - $1,500
BRADLEY ORGAN CONCERTS AND LECTURES	701	32,300	BRADLEY FUND
LEGION YOUTH CONCERTS		5,000	FAMF FUND
2501 IRVING EDUCATION CENTER		53,900	TRANSAMERICA - 100K
TOTAL EDUCATION		350,200	
GENERAL			
de YOUNG TUESDAYS	719	10,000	ESSEY
deYOUNG/LEGION FIRST WEDNESDAY EVENINGS	714	17,000	ESSEY
SF FOUNDATION de YOUNG MARKETING		50,000	SF FOUNDATION
EGBERT AVENUE WAREHOUSE		73,900	NEW de YOUNG
245 SPRUCE AVENUE - DEYOUNG OFFSITE		47,023	NEW de YOUNG
GENERAL OPERATING		42,188	INSTITUTE OF MUSEUM AND LIBRARY SCIENCES
PROPOSITION "O" CAMPAIGN		100,000	NEW de YOUNG
TOTAL GENERAL		340,111	
GRAND TOTAL		1,492,786	

Exhibition Program FY 00-01

	In-House Exhibitions	venue	(1) Runs		(2) Cost	(3) Gifts and Grants	(4) Income	(5) Nets	
	Legion of Honor								
1	Recent Acquisitions from AGFA (148)	L	08-Apr-00	06-Aug-00	$ -			0	0
2	Wayne Thiebaud (144)	L	10-Jun-00	03-Sep-00	$ 23,302	23,302 Root	76,440 175/hr adm-60%pd @$2.00	76,440	0
3	Logan Book Room (3 rotations) (165)	L	ongoing	ongoing	$ 5,000			(5,000)	0
4	Berolzheimer Old Master Prints (116)	L	09-Sep-00	10-Dec-00	$ 10,950			(10,950)	0
5	Anderson Collection of Graphic Arts (146)	L	07-Oct-00	31-Dec-00	$ 118,425			(118,425)	0
6	Triumph of Fortitude (123)	L	16-Dec-00	01-Dec-00	$ 7,770	7,530 Bennet, Hecksher		(240)	0
7	John Cage at Crown Point Press	L	23-Dec-00	15-Apr-01	$ 8,450			(8,450)	0
8	Prints in Bloom	L	27-Jan-01	06-May-01	$ 10,450			(10,450)	0
9	Toulouse Lautrec and the Spirit of Montmartre (115)	L	10-Mar-01	27-May-01	$ 184,039			(184,039)	0
10	Boquets to Art	L	13-Mar-01	16-Mar-01	$ -			0	0
11	Recent Acquisitions of Contemporary Art from AGFA	L	18-Apr-01	19-Aug-01	$ 6,950			(6,950)	0
12	Ed Ruscha	L	28-May-01	09-Sep-01	$ 10,450			(10,450)	0
13	Henry Moore (110)	L	24-Jun-01	16-Sep-01	$ 302,530		9,555 Admissions 175 per hr 60% paid $2.00	(292,975)	0
	De Young								
14	Bruce Conner: 2000BC (178)	D	20-May-00	30-Jul-00	$ 28,775	28,775 Root		0	0
15	Leonard Baskin (131)	D	27-May-00	27-Aug-00	$ -			0	0
16	Crown Point rotations	D	ongoing	31-Dec-00	$ 500			(500)	0
17	John Gutmann Collector/Photographer (137)	D	06-Sep-00	31-Dec-00	$ 9,800			(9,800)	0
18	Textiles from Three Continents (138)	D	19-Aug-00	31-Dec-00	$ 25,410			(25,410)	0
19	The Kingdoms of Edward Hicks (106)	D	24-Sep-00	31-Dec-00	$ 144,850	144,850 Root		0	0
20	Art with Elders	D	27-Sep-00	08-Oct-00	$ 2,500	2,500 Nettles		0	0

Continued...

Exhibition Program FY 00-01

		Venue	(1) Runs		(2) Cost		(3) Gifts and Grants		(4) Income		(5) Nets	
	In-House Exhibitions											
21	Chiura Obata (134)	D	23-Sep-00	31-Dec-00	$ 41,523		40,000 Root				(1,523)	0
22	Herzog and de Meuron (128)	D	ongoing	31-Dec-00	$ 4,200		4,200 deY				0	0
23	City Hall (153)		ongoing	30-Jun-00	$ 5,000						(5,000)	0
24	Grants and Gifts To Be Raised						100,000				100,000	
			Subtotal In-House Exhibits		$ 948,874	-	349,157	-	85,995	-	(513,722)	0
	FAM Travelling Exhibitions		Runs		Cost		Gifts and Grants		Income		Nets	
25	Gantner Myer to National Geographic (176)		28-Jun-00	14-Aug-00	$ 10,000				40,000		30,000	0
26	Charles Jones to Chicago (164)		09-Sep-00	29-Oct-00	$ 8,500				8,500		0	0
	to ICP, NY (CANCELLED)		01-Mar-00	01-May-00	$ -				0		0	0
27	Thiebaud to Ft. Worth Modern Art Museum (147)		24-Sep-00	14-Jan-01	$ 132,500				195,000		62,500	0
	to The Phillips		10-Feb-01	29-Apr-01								
	to Whitney Museum of American Art		28-Jun-01	23-Sep-01								
28	Anderson 2000 to Palm Springs (146)		17-Jan-01	25-Mar-01	$ 20,000				15,000		(5,000)	0
29	American Paintings (125)		TBD	TBD	$ 50,000				0		(50,000)	0
30	Airport Exhibitions		TBD	TBD							0	0
31	Leonard Baskin (131)		09-Jan-01	04-Mar-01	$ 9,265				8,000		(1,265)	
	Subtotal Traveling Tours				$ 228,265	0	0	0	256,500	0	36,235	0
	Total In House and Traveling Exhibitions				$ 1,177,139	0	349,157	0	342,495	0	(477,487)	0
			Temporary Exhibition Personnel Costs =			185,189						
			Other Expense		=	991,950						
						1,177,139						

APPENDIX D - STORES REVENUE PROJECTIONS: - FY 2000-01

1. DeYOUNG STORE

DOLLARS PER HEAD BASED ON FY 99/00		$1.75
DEYOUNG VISITORS PROJECTION (7/1 - 12/31/00)		260,530
DeYOUNG SALES	455,928	
DISCOUNTS @ 6%	(27,356)	
COGS @52%	(237,082)	
NET PROFIT ON SALES	191,490	

2. LEGION STORE

DOLLARS PER HEAD BASED ON 7/00 -8/00 ACTUALS		$2.25
LEGION VISITORS PROJECTION		355,300
LEGION SALES	799,425	
DISCOUNTS @ 5%	(39,971)	
COGS @49%	(391,718)	
NET PROFIT ON SALES	367,736	

3. MERCHANDISING SALES

WHOLESALE	100,000
COGS @ 63%	(63,000)
COMMISSIONS @ 9%	(9,000)
NET PROFIT ON SALES	28,000
ROYALTIES	4,850

SELECTED EXHIBITION GROSS STORE SALES PER VISITOR

GREAT DUTCH PAINTINGS 2/91 - 5/91	1.73
ARMS AND ARMOR 2/92 - 5/92	2.49
TEOTIHUACAN 5/93 - 10/93	2.27
DEAD SEA SCROLLS 2/94 - 6/94	2.45
MONET AT GIVERNY 3/95 - 6/95	6.35
AUDUBON 2/96 - 4/96	2.40
FABERGE 5/96 - 7/96	8.06
BEAT CULTURE 10/96 - 12/96	1.69
LARCO - PERU 5/97 - 8/97	3.75
UTRECHT 9/97 - 11/97	1.65
HARLEM 1/98 - 3/98	3.51
PICASSO 11/98 - 1/99	3.61
IMPRESSIONISTS IN WINTER 1 - 5/99	5.92
O'KEEFFE 2 - 5/00	5.19
THIEBAUD 6/00 - 9/00	5.44

4. THIEBAUD 7/00-8/00

DOLLARS PER HEAD		$5.44
THIEBAUD VISITORS ACTUAL		66,450
THIEBAUD SALES	361,488	
DISCOUNTS @ 3%	(10,845)	
COGS @ 55%	(198,818)	
NET PROFIT ON SALES	151,825	

5. TOULOUSE - MONTMARTRE 3/01-5/01

DOLLARS PER HEAD		$4.50
TOULOUSE VISITORS PROJECTION		66,300
TOULOUSE SALES	298,350	
DISCOUNTS @ 3%	(8,951)	
COGS @ 55%	(164,093)	
NET PROFIT ON SALES	125,307	

6. HENRY MOORE 6/23-9/16

DOLLARS PER HEAD		$3.50
MOORE VISITORS PROJECTION		4,778
MOORE SALES	16,723	
DISCOUNTS @ 3%	(502)	
COGS @ 56%	(9,196)	
NET PROFIT ON SALES	7,024	

7. TOTAL STORE SALES

SALES	2,036,764
DISCOUNTS @ 5%	(87,624)
COGS @ 53%	(1,063,909)
COMMISSIONS & ROYALTIES	(9,000)
TOTAL NET PROFIT ON SALES	876,231
PERSONNEL COSTS	437,197
OTHER EXPENSES	67,500
TOTAL EXPENSES	504,697
NET PROFIT FROM OPERATIONS	371,534

APPENDIX E - ADMISSIONS REVENUE - FY 2000-01

PER VISITOR REVENUE ASSUMPTIONS

ADMISSION FEES	Legion	deYoung/ Asian
Adult	$8	$7
Senior	6	5
Youth	5	4
Annual Student Pass	10	10
Children under 12	Free	Free

deYoung revenue based on $2.43 per visitor. Based on actuals FY 99-00

Legion revenue based on $3.84 per visitor. Based on actuals FY 99-00

VISITOR PROJECTIONS	Jul-00 Actual	Aug-00 Actual	Sep-00	Oct-00	Nov-00	Dec-00	Jan-01	Feb-01	Mar-01	Apr-01	May-01	Jun-01	FAM Totals
DEYOUNG VISITORS	54,387	56,143	40,000	25,000	35,000	50,000	10,000	10,000	10,000	10,000	10,000	10,000	260,530
ATTRACTIONS	China Conner	China	China 50%	Hicks	Hicks	Hicks The End	Closed	Closed	Closed	Closed	Closed	Closed	
LEGION VISITORS	35,322	39,967	25,000	25,000	25,000	25,000	25,000	25,000	35,000	30,000	35,000	30,000	355,289
ATTRACTIONS	Thiebaud	Thiebaud		Anderson	Anderson	Anderson			Toulouse/ Montmartre Bouquets	Toulouse/ Montmartre	Toulouse/ Montmartre	Moore(one week)	
												TOTALS	615,819
REVENUE CALCULATIONS													
DEYOUNG ADMISSIONS REVENUE	$152,016	$148,376	$97,200	$60,750	$85,050	$121,500	$24,300	$24,300	$24,300	$24,300	$24,300	$24,300	$610,694
LESS DEYOUNG ADMISSIONS EXPENSE	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(94,980)
DEYOUNG ADMISSIONS NET	144,103	140,461	89,285	52,835	77,135	113,585	16,385	16,385	16,385	16,385	16,385	16,385	715,714
LEGION ADMISSIONS REVENUE	131,109	150,796	96,000	96,000	96,000	96,000	96,000	96,000	134,400	115,200	134,400	115,200	1,357,105
LESS LEGION ADMISSIONS EXPENSE	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(7,915)	(94,980)
LEGION ADMISSIONS NET	123,194	142,881	88,085	88,085	88,085	88,085	88,085	88,085	126,485	107,285	126,485	107,285	1,262,125
COFAM SHARE OF GENERAL ADMISSIONS = 100% Legion and 50% deYoung/Asian	183,314	201,270	132,728	114,503	126,853	144,878	88,085	88,085	126,485	107,285	126,485	107,285	1,547,054
CUMULATIVE	183,314	384,584	517,312	631,814	758,467	903,344	991,429	1,079,514	1,205,999	1,313,284	1,439,769	1,547,054	1,547,054
AAM SHARE OF GENERAL ADMISSIONS = 50% deYoung Asian	83,983	82,073	44,643	26,416	38,568	56,793	16,385	16,385	16,385	16,385	16,385	16,385	430,786
CUMULATIVE	83,983	166,056	210,699	237,116	275,684	332,476	348,861	365,246	381,631	398,016	414,401	430,788	

Recent Attendance	Legion	deYoung/Asian	Totals	
FY 93-94 Actual	0	606,586	606,586	
FY 94-95 Actual	0	882,136	882,136	
FY 95-96 Actual	406,482	491,206	897,888	
FY 96-97 Actual	352,450	570,900	923,350	
FY 97-98 Actual	357,153	314,943	672,096	
FY 98-99 Actual	415,448	333,735	749,181	+ 139,416 Impressionism @ YBG Center for Arts = 888,597 visitors
FY 99-00 Actual	514,633	312,425	827,058	
FY 00-01 Projections	355,289	260,500	615,789	

Exhibition Assumptions

Thiebaud	Legion 6/10/00 - 9/3/00	185 visitors / hour = 66,460 attendance with 53.7% paid during fiscal year 00-01
Henry Moore	Legion 6/24/01 - 9/16/01	175 visitors / hour = 7,963 attendance with 80% paid for FY 00-01and 78,213 attendance for FY 01-02.

APPENDIX - FOOD AND BEVERAGE CONCESSION FEES PROJECTION - FY 2000-01

CAFE SALES PER PERSON BASED ON FY 99-00

DeYOUNG	$1.37
LEGION	$1.72

CAFE CATERING PER MONTH BASED On FY 99-00

DeYOUNG	$4,000
LEGION	$43,000

MONTH	DeYOUNG ATTENDANCE	DeYOUNG SALES	DeYOUNG CATERING	TOTAL DeYOUNG	LEGION ATTENDANCE	LEGION SALES	LEGION CATERING	TOTAL LEGION
JULY	54,387	$74,510	$4,000	$78,510	35,322	$60,754	$43,000	$103,754
AUGUST	58,143	76,916	$4,000	80,916	39,987	68,743	$43,000	111,743
SEPTEMBER	40,000	54,800	$4,000	58,800	25,000	43,000	$43,000	86,000
OCTOBER	25,000	34,250	$4,000	38,250	25,000	43,000	$43,000	86,000
NOVEMBER	35,000	47,950	$4,000	51,950	25,000	43,000	$43,000	86,000
DECEMBER	50,000	68,500	$4,000	72,500	25,000	43,000	$43,000	86,000
JANUARY	CLOSED	CLOSED	CLOSED	CLOSED	25,000	43,000	$43,000	86,000
FEBRUARY				0	25,000	43,000	$43,000	86,000
MARCH				0	35,000	60,200	$43,000	103,200
APRIL				0	30,000	51,600	$43,000	94,600
MAY				0	35,000	60,200	$43,000	103,200
JUNE				0	30,000	51,600	$43,000	94,600
TOTALS	260,530	$356,926	$24,000	$380,926	355,289	$811,097	$516,000	$1,127,097

CONCESSION FEE SCHEDULE
FISCAL YEAR 2000/01

MONTH	CONCESSION FEES @ 6%	TOTAL REVENUE OVER $55K	CONCESSION FEES @ 10%	TOTAL CONCESSION FEES
JULY	$3,300	$127,264	$12,726	$16,026
AUGUST	3,300	137,659	13,766	17,066
SEPTEMBER	3,300	89,800	8,980	12,280
OCTOBER	3,300	89,250	8,925	10,225
NOVEMBER	3,300	82,950	8,295	11,595
DECEMBER	3,300	103,500	10,350	13,650
JANUARY	3,300	31,000	3,100	6,400
FEBRUARY	3,300	31,000	3,100	6,400
MARCH	3,300	48,200	4,820	8,120
APRIL	3,300	39,800	3,960	7,260
MAY	3,300	48,200	4,820	8,120
JUNE	3,300	39,600	3,960	7,260
TOTALS	$39,600	$848,023	$84,802	$124,402

MONTH	TOTAL SALES	TOTAL CATERING	TOTAL REVENUE
JULY	$135,264	$47,000	$182,264
AUGUST	145,659	47,000	192,659
SEPTEMBER	97,800	47,000	144,800
OCTOBER	77,250	47,000	124,250
NOVEMBER	90,950	47,000	137,950
DECEMBER	111,500	47,000	158,500
JANUARY	43,000	43,000	86,000
FEBRUARY	43,000	43,000	86,000
MARCH	60,200	43,000	103,200
APRIL	51,600	43,000	94,600
MAY	60,200	43,000	103,200
JUNE	51,600	43,000	94,600
TOTALS	$968,023	$540,000	$1,508,023

Appendix G - Membership Revenue Based on 45,000 Count

Member Category	FY 98/99 % of Total	FY 99/00 @ 4/30/00 % of Total	Info Services Report @ 4/30/00 % of Total	Average % of Total	Number at 45,000	Rates	Total Membership Income
Senior	36.0%	28.2%	28.2%	30.8%	13,860	40	554,400
Participating	38.8%	36.3%	36.3%	37.1%	16,710	60	1,002,600
Contributing	9.0%	8.6%	8.3%	8.6%	3,885	125	485,625
Donor	1.9%	2.1%	1.9%	2.0%	885	250	221,250
Sponsor	0.3%	0.4%	0.3%	0.3%	156	500	78,000
Family	13.2%	13.6%	13.5%	13.4%	6,045	70	423,150
Teacher/Out of Region		10.1%	9.8%	6.6%	2,985	35	104,475
Art Point	0.8%	0.7%	1.7%	1.1%	480	75	36,000
Totals	100.0%	100.0%	100.0%	100.0%	45,006		2,905,500

	DESCRIPTION	(1) FY 99/00 BUDGET	(2) FY 00/01 PROJECTIONS	(4) VARIANCE (2) - (1)
1	LOCATION USE AND ART LOAN FEES	25,000	25,000	0
2	PHOTO SALES	35,000	37,000	2,000
3	AIRPORT FEES	24,000	12,000	(12,000)
4	DONATIONS (FREE FIRST WEDNESDAYS, ETC	15,000	12,000	(3,000)
5	COAT CHECK	6,000	1,500	(4,500)
6	ADULT ED PROGRAMS	8,500	6,480	(2,020)
7	DOCENT FEES/TOURS	35,000	30,000	(5,000)
8	PUBLICATION ROYALTIES	500	500	0
9	MEMBERSHIP DONATIONS	45,000	60,000	15,000
10	AUDIO TOUR - LEGION	1,200	1,200	0
11	OTHER	65,000	50,000	(15,000)
	TOTALS	260,200	235,680	(24,520)

Other Expenses Additions to Interim Budget - Fiscal Year 2000/01

		CURCONED	PUBS	EXHIB GROUP	EHIB PROGRAM	FUND RAISING GENERAL	MEMBERSHIP	ADMINISTRATION GENERAL	OPERATIONS	MARKETING & COMMUNICATIONS	STORES	FACILITY RENTAL	EXPENSE TOTALS	CAPITAL EQUIPMENT PURCHASE	
1	INSURANCE PREMIUM INCREASE							4,000					4,000		1
2	ARTISTS' STUDIO INCREASE TO LAST YEAR ACTUAL	4,200											4,200		2
3	* PROPOSITION "G" CAMPAIGN DONATION							100,000					100,000		3 *
4	CONCERT PROGRAM	10,500											10,500		4
5	ANDERSON FAMILY DAY AND GUIDE	8,000											8,000		5
6	TAPESTRY FRAME												0	3,500	6
7	MEMBERS' GUIDE INCREASE						79,000						79,000		7
8	ANDERSON - SFMOMA/LEGION SHARING EVENT	2,500											2,500		8
9	ANDERSON COLLECTION ANNUAL LECTURE	6,000											6,000		9
10	WIERSMA - WWII PROVENANCE PROJECT							5,600					5,600		10
11	ART LOSS REGISTER	1,750											1,750		11
12	* CORNELL MOVING AND RELOCATION							14,732					14,732		12 *
13	EXHIBITION PROGRAM INCREASE				45,000								45,000		13
14	* EGBERT WAREHOUSE (* = 73.9K)								110,827				110,827		14 *
15	TRUCKS/CLASSES/DEMOS TO LAST YEAR	9,000											9,000		15
16	* IRVING STREET EDUCATION CENTER								53,900				53,900		16 *
17	* SPRUCE AVENUE DEYOUNG OFFSITE								47,023				47,023		17 *
18	INSURANCE INCREASES - OFFSITES							8,000					8,000		18
19	TELEPHONE INCREASES - OFFSITES							8,000					8,000		19
20	DE YOUNG VIDEO DOCUMENTATION												0	25,000	20
21	TOULOUSE AND MOORE STORES											10,000	10,000		21
	TOTALS	38,950	0	0	45,000	0	79,000	136,332	211,750	0	10,000	0	521,032	28,500	

* Expenses covered with specified funds.

Appendix "I" -- COFAM Other Expense Summary FY 2000-01

Division / Departments	(1) FY 1998-99 Actuals	(2) FY 1999-00 Rolling Forecast	(3) Department Requested FY 2000-01	Proposed FY 2000-01	(4) FY 2000-01 Spec Fnd or Fee Covg	(5) Equipment Purchases Over $1K	(6) Notes
Curatorial / Conservation							
101 Office of the Chief Curator	51,396	57,500	57,500	57,500			
101-861 Ancient Art & Interpretation	987	1,800	2,000	1,000			
101-808 Legion Video		5,000	-	-			
103 Library	39,568	36,135	36,735	36,735			
104 Registration	47,800	41,325	28,695	28,695		10,175	
104-743 Registration: Loans Out - Reimbursable	2,495	10,000	10,000	10,000	10,000		Borrowing institutions' fees
104-811 Registration: Acquisitions Freight	8,424	10,000	10,000	10,000			
105 Permanent Collection Maintenance	4,106	5,000	5,000	5,000			$12K - Personnel
105-791 Guarnerius Violin Display Case	-	14,429	-	-			
106 Photo Services	9,492	10,000	14,000	12,000		5,000	
106-778 Collection Digitization	15,916	30,000	1,000	1,000		48,000	
106-816 American Collection Digitization	13,722	-	-	-			
106-952 Thinker.org	40,379	31,200	40,000	40,000			
111 European Art	1,314	1,750	1,750	1,750			
112 American Art	4,036	500	1,000	1,000	500		Root
112-736 American Art Study Center	8,529	2,100	1,300	1,300			
112-750 Archives of American Art	3,104	2,000	2,000	2,000	2,000		Barclay Fund
112-813 American Art: Demuth Catalogue Research	-	-	-	-			
113 Textiles	3,067	1,503	1,550	1,550		2,115	
113-730 McCoy Jones Project	7,840	51,143	28,450	28,450			
113-769 Wiedersperg Carpet Prep	3,810	-	-	-			
113-796 Central Asian Textile Video		3,000	-	-			
115 Achenbach	8,905	8,500	12,150	9,000		3,000	

Appendix "I" -- COFAM Other Expense Summary FY 2000-01

Division / Departments	(1) FY 1998-99 Actuals	(2) FY 1999-00 Rolling Forecast	(3) Department Requested FY 2000-01	Proposed FY 2000-01	(4) FY 2000-01 Spec Fnd or Fee Covg	(5) Equipment Purchases Over $1K	(6) Notes
115-825 Rare Book and Portfolio Care	40	25,000	20,000	20,000	20,000		McNeil
115-795 Anderson Multi Media	6,500	11,500	8,500	8,500			
117 AOA	2,433	990	990	990			
117-771 AOA: Stele - Installation	3,260	7,000	-	-			
121 Paintings Conservation	10,770	10,600	13,100	13,100	6,000		Australian venues
121-765 Da Sesto Painitng Conservation	3,062	3,253	-	-			
122 Textiles Conservation	7,512	6,270	6,300	6,300			
122-727 Prudence Tapestry Conservation	1,920	-	-	-			
122-739 Tex Consv: Contract Work	6,724	5,000	-	5,000	5,000		Lab fees
122-748 Tex Consv: Storage Pest Control	1,156	2,970	750	1,500			
122-749 Tex Consv: Textile Storage Boxes	5,305	-	-	-			
122-738 Jones Collection Moth Murders		17,000	-	-			
123 Paper Conservation	7,257	3,900	4,400	4,400		2,500	
123-744 Paper Conservation -- Regional Lab	2,239	5,000	16,300	5,000	5,000		Lab fees
124 Objects Conservation	1,837	7,150	7,150	7,150			
124-740 Objects Consv: Contract Work	8,999	9,150	15,000	15,000	15,000		Lab fees
124-786 Upholstery Fund	0	2,150	9,350	9,350	7,500		Vielles Maison, Tiburon Auxiliary and Various
124-788 Objects Consv: Ormolu Conservation	982	-	-	-			
124-790 Objects Consv: Airport Exhibition Projects	24,481	36,800	96,800	26,800	26,800		Airport
124-787 McNeil/Rosenberg Projects		25,000	-	-			
Subtotal Curatorial and Conservation	369,187	501,818	451,770	370,070	99,800	70,790	
Education							
131 Ed: School Program	42,418	42,642	42,900	42,900	18,000		Hearst
132-732 Education Department Benefit	14,321	-	-	-			
131-734 Ed: Poet-In-The-Galleries	11,070	8,400	24,000	24,000	24,000		CAC, Harrison

Appendix "I" -- COFAM Other Expense Summary FY 2000-01

Division / Departments	(1) FY 1998-99 Actuals	(2) FY 1999-00 Rolling Forecast	(3) Department Requested FY 2000-01	Proposed FY 2000-01	(4) FY 2000-01 Spec Fnd or Fee Covg	(5) Equipment Purchases Over $1K	(6) Notes
131-746 Ed: Trustees Education Committee	306	848	1,448	848			
131-756 Ed: Gallery 1 Education Room	65	1,000	7,000	1,000			CAC (State Legislature)
131-757 Ed: Youth Arts Festival	21,294	25,000	-	-			$2.1K - Personnel
131-762 Ed: Teachers Resource Center	2,912	23,750	5,000	3,000			
131-793 Ed: Reading Rooms	-	1,560	-	-			$0.6K - Personnel
131-801 Ed: Artists' Studio	-	30,500	35,500	3,400	3,400		CAC (State Legislature) - de Young closes 12/31/00
131-827 Ed: College Slides	-	12,500	-	-			McNeil
133 Ed: Museum Ambassadors	9,599	7,800	9,000	7,800	7,800		Adams, Hearst, CAC, Lurie, GAP, Puffin, Gellert - $47.2K - Personnel
134 Ed: Trucks/Classes/Demos	1,904	3,330	2,630	1,000			$31.8K - Personnel
134-798 Ed: Doing & Viewing - deYoung	5,432	8,660	2,790	1,000			
134-799Ed: Doing & Viewing - Legion	2,348	2,540	6,140	1,000			
135 - Adult Education Programs	45,481	36,738	75,020	43,180	12,130		NEA and Fees
135-701 Ed: Legion Organ Concerts	25,018	20,000	32,300	32,300	32,300		Bradley fund
141 Ed: Docent Council - General	18,865	20,390	19,140	19,140	3,000		Asian Art Museum reimbursement for administrative costs. Docent tour and lecture fees budgeted @ $35K
142 Ed: Docent Council - Western	6,176	7,790	10,550	10,550			
143 Ed: Docent Council - AOA	3,052	5,380	6,080	6,080			
Subtotal Education	210,259	256,628	279,498	196,998	100,630	0	
Curatorial / Conservation / Education	579,426	758,246	731,268	567,068	200,430	70,790	
Publications							
102-XXX Publications: Works-in-Progress	(8,602)	110,000	50,000	50,000	50,000		Mellon
Exhibit Group							
231 Exhibit Planning	29,935	27,000	58,100	35,000			
232 Graphic Design	14,237	15,400	12,945	12,945		9,500	
233 Technicians	42,505	61,889	48,874	48,874		11,925	

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Division / Departments	(1) FY 1998-99 Actuals	(2) FY 1999-00 Rolling Forecast	(3) Department Requested FY 2000-01	Proposed FY 2000-01	(4) FY 2000-01 Spec Fnd or Fee Covg	(5) Equipment Purchases Over $1K	(6) Notes
233-794 Exhibition Lighting	11,023	27,680	17,080	13,080		1,500	
Subtotal Exhibition Group	97,800	131,969	136,999	109,899		22,925	
Exhibit Program							
24X-XXX Exhibit Program	2,610,896	1,220,775	935,720	935,720	274,300		Appendix "C" for details. "Proposed" column is cost without Vatican.
Subtotal Curatorial Division	3,279,520	2,220,990	1,853,987	1,662,687	524,730	93,715	
DEVELOPMENT DIVISION							
Development General							
301 Office of the Dep Dir Development	81,625	49,080	43,560	43,560			
302 Government/Foundation Grants	3,908	2,675	2,775	2,775			
303 Corporate Fundraising	22,809	9,000	6,100	6,100			
311 Individual Support Under $5,000	444	8,082	17,550	17,550			
312 Mail Campaign	63,341	54,000	34,000	34,000			
313 Friends and Patrons ($1,000 - $4,999)	1,659	-	-	-			See 311 - Individual Support Under $5,000
314 Phone Campaign	43,777	55,000	38,250	38,250			
321 Associates ($5,000 up)	7	8,825	21,350	21,350			
322 Trips	232,642	212,500	240,000	240,000	240,000		Trip fees
323 Nat'l Council	5,748	8,311	7,670	7,670			
331-XXX FAM Development Events	180,932	191,438	227,175	227,175			Includes exhibition openings.
332-XXX Exhibition Openings	109,713	-	-	-			
Subtotal Development	746,605	598,891	638,430	638,430	240,000		
Benefits/ Art Point							
305 Art Point	118,290	110,510	110,415	110,415	110,415		Revenue from events
333 -FAM Benefits	8,401	65,515	76,000	76,000	76,000		Holiday Party
Subtotal Benefits/Art Point	126,691	176,025	186,415	186,415	186,415		

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MEMBERSHIP SERVICES							
341 Membership General	197,640	173,100	207,300	207,300			
342 Members Events	55,471	40,200	68,400	66,400			
343 Membership Promotion	269,569	229,000	264,500	264,500			
351 Data Base Services	15,387	19,872	26,760	26,760		8,900	
Subtotal Membership	538,067	461,972	564,960	564,960		8,900	
362-3 Member Magazine	94,965	188,000	135,000	135,000			
363-7 Members' Guide	155,736	149,000	186,000	186,000			
Subtotal Members' Publications	250,701	337,000	321,000	321,000			
Subtotal Development Division	1,662,064	1,573,888	1,710,805	1,710,805	426,415	8,900	
ADMINISTRATIVE DIVISION							
Administration General							
401 Office of the Director	87,431	77,000	54,500	54,500	1,359		Essey
402 Audience Development	58,388	25,000	12,000	12,000			
402-829 Veteran's Day Celebration			13,000	13,000			
422 Gould Theater	8,885	10,000	11,400	5,000			
456-710 de Young First Wednesday Nights	28,822	32,090	18,000	16,000	15,000		Essey Fund
441 Accounting -- General	156,291	141,550	145,870	145,870		7,508	IBM AS400 lease
442 Admissions - de Young	4,538	2,500	3,992	5,000			
442 Admissions - Legion	4,975	4,500	8,000	8,000			
451 Administration -- General	811,829	668,024	606,815	606,815		26,000	
454 Legion Administrator / Maintenance & Repair	31,904	28,600	39,500	29,500		1,500	
454-806 Legion Tuesdays	86,526	88,400	135,000	125,000			

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454-719 de Young Tuesdays	96,572	100,000	66,000	65,000	17,000		Eesey Fund
456 Human Resources / de Young Administrator	-	11,500	3,000	3,000		5,000	
471 Board of Trustees	12,928	8,310	8,310	8,310			
Subtotal Administration	1,189,087	1,197,474	1,123,187	1,096,795	33,359	40,006	
Operations Group							
202 Warehouse	161,043	170,406	170,322	170,322			40% of Warehouse costs charged to de Young Project.
203 Security	50,641	50,720	52,500	39,170			
204 Engineering -- de Young	34,969	33,000	13,725	13,725			
204-818 Engineering -- Legion	29,679	44,025	55,770	55,770			
208-614 233 Post, Floors Mezzanine 2, 3, 5 & 6	168,921	173,654	175,205	175,205			4th Floor charged to New de Young project.
211 Courier Vehicle Op	1,398	3,100	950	950			
212 Health and Safety	3,065	3,850	2,700	2,500			
214 Pest Control	13,983	12,890	14,490	14,490			
215 Custodial - de Young	40,246	36,495	31,017	31,017			
215-819 Custodial - Legion	52,549	74,888	59,815	59,815			
216 Visitor Services - General	21	500	350	350			
217 Volunteer Council	8,725	8,302	7,800	7,800			
218 Flower Committee	11,966	12,000	9,000	8,000			
219 - ADA Disabled	5,150	5,085	3,850	3,850			
Subtotal Operations Group	582,356	626,715	597,494	582,964			
New deYoung Planning	539,607	-	-	-			To Plant Fund FY 99/00
Subtotal Administrative Division	2,311,050	1,826,189	1,720,681	1,679,759	33,359	40,006	

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MARKETING AND COMMUNICATIONS							
501 Marketing General	-	-	27,500	12,200			
501-722 SF Foundation de Young Marketing	-	50,000	50,000	50,000	50,000		SF Foundation - Old de Young Promotion
511 Media Relations	57,098	49,500	52,450	52,450			
Subtotal Media Relations	57,098	99,500	129,950	114,650	50,000		
ADVERTISING							
512 Promotional Brochures	12,911	22,000	20,000	15,000			
514 Institutional Advertising	69,525	150,000	107,700	100,000			
515-XXX Exhibition Advertising	282,092	240,000	224,000	224,000			
516 Advertising General	3,074	10,000	21,000	10,000			
Subtotal Advertising	367,602	422,000	372,700	349,000			
Subtotal Marketing and Communication	424,700	521,500	502,650	463,650	50,000		
Stores							
461-5 Museum Stores	151,742	90,000	52,200	52,200		50,000	
463 Product Development	75	4,320	5,300	5,300			
Subtotal Stores	151,817	94,320	57,500	57,500		50,000	
334 Facilities Rentals	118,657	199,254	185,400	185,400			
Subtotal Marketing Division	695,174	815,074	745,550	706,550	50,000	50,000	
Grand Totals	**7,947,808**	**8,436,141**	**8,031,023**	**8,769,801**	**1,034,604**	**192,621**	